

NAVAL POSTGRADUATE SCHOOL
Monterey, California



THESIS

**AN ANALYSIS OF THE EFFECTIVENESS OF THE U.S.
ARMY RECRUITER INCENTIVE PROGRAM TO
MOTIVATE RECRUITERS: A SURVEY OF ENLISTED
RECRUITERS**

by

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September, 1999

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DTIC QUALITY INSPECTED 4

19991126 105

REPORT DOCUMENTATION PAGE

Form Approved
OMB No. 0704-0188

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instruction, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington, VA 22202-4302, and to the Office of Management and Budget, Paperwork Reduction Project (0704-0188) Washington DC 20503.

1. AGENCY USE ONLY (Leave blank)

2. REPORT DATE
September 1999

3. REPORT TYPE AND DATES COVERED
Master's Thesis

4. TITLE AND SUBTITLE
AN ANALYSIS OF THE EFFECTIVENESS OF THE U.S. ARMY
RECRUITER INCENTIVE PROGRAM TO MOTIVATE RECRUITERS:
A SURVEY OF ENLISTED RECRUITERS

5. FUNDING NUMBERS

6. AUTHOR(S)
Coronado, Christine A.

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)
Naval Postgraduate School
Monterey, CA 93943-5000

8. PERFORMING
ORGANIZATION REPORT
NUMBER

9. SPONSORING / MONITORING AGENCY NAME(S) AND ADDRESS(ES)

10. SPONSORING /
MONITORING
AGENCY REPORT NUMBER

11. SUPPLEMENTARY NOTES

The views expressed in this thesis are those of the author and do not reflect the official policy or position of the Department of Defense or the U.S. Government.

12a. DISTRIBUTION / AVAILABILITY STATEMENT

Approved for public release; distribution is unlimited.

12b. DISTRIBUTION CODE

13. ABSTRACT (maximum 200 words)

This thesis examines the United States Army Recruiting Command incentive system used to motivate recruiters to meet and/or exceed mission box. In 1998, for the first time in decades, the Army missed its annual recruiting mission. The Army expects to miss it again in 1999. A sample of 2,000 on-production recruiters were randomly chosen to receive a survey regarding which incentives motivate recruiters to meet and/or exceed mission box.

Findings indicate that the current incentives do not motivate recruiters to meet or exceed goal. What does seem to motivate recruiters are intrinsic factors such as time-off and meritorious promotion and other incentives like choice of follow-on assignment and family support. Recommendations to improve the incentive system include implementation of more intrinsically motivating incentives.

14. SUBJECT TERMS

Army Recruiting, Incentive Systems

15. NUMBER OF
PAGES
107

16. PRICE CODE

17. SECURITY
CLASSIFICATIO
N OF REPORT
Unclassified

18. SECURITY CLASSIFICATION OF
THIS PAGE
Unclassified

19. SECURITY CLASSIFI- CATION
OF ABSTRACT
Unclassified

20. LIMITATION
OF ABSTRACT
UL

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Submitted in partial fulfillment of the
requirements for the degree of

MASTER OF SCIENCE IN MANAGEMENT

from the

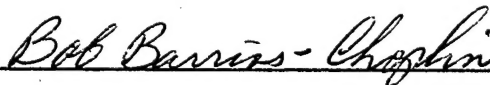
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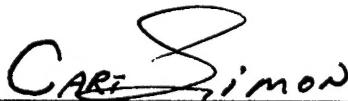


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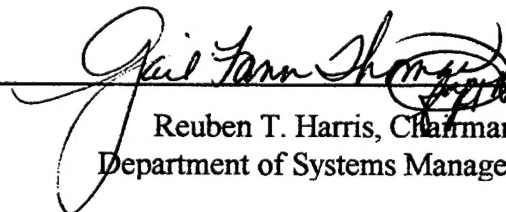
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ABSTRACT

This thesis examines the United States Army Recruiting Command incentive system used to motivate recruiters to meet and/or exceed mission box. In 1998, for the first time in decades, the Army missed its annual recruiting mission. The Army expects to miss it again in 1999. A sample of 2,000 on-production recruiters were randomly chosen to receive a survey regarding which incentives motivate recruiters to meet and/or exceed mission box.

Findings indicate that the current incentives do not motivate recruiters to meet or exceed goal.

What does seem to motivate recruiters are intrinsic factors such as time-off and meritorious promotion and other incentives like choice of follow-on assignment and family support.

Recommendations to improve the incentive system to implement more intrinsically motivating incentives are recommended.

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ACKNOWLEDGMENT

The authors would like to acknowledge those individuals who provided their support throughout the information gathering phase of this thesis. Special thanks to Ms. Mary Baker at USAREC Headquarters for all her hard work in helping me get the survey designed and out the door. Thank you to Angel, the Systems Management staff and my fellow classmates for helping me collate surveys and stuff envelopes. Thank you to Kathy Kocher and Dennis Mar for helping me configure the data in SAS format and analyze the results. Thank you to Professors Bob Barrios-Choplin and Cary Simon for working with me to get this done despite all the pitfalls. And a special thank you goes out to my best friend Kimberlyn Suitte and my family for being so supportive during the entire process. But my biggest thanks goes to God for putting these people right where I needed them to be. I could not have done this without the support of everyone above. Thank you my little angels.

I. INTRODUCTION

A. BACKGROUND

The United States Army Recruiting Command (USAREC) is not meeting enlisted recruiting goals. In 1998, for the first time in decades, the Army missed its annual recruiting mission by 750 recruits. This downward trend continued into the first quarter of 1999 as recruiters fell short of their goal for the first three months of the fiscal year by 2,300 people -- a shortfall three times greater than that experienced in all of 1998. The downward trend is not over. The Army expects to miss its 1999 recruiting goal by nearly 8,000 soldiers--its biggest shortfall since 1979 (USA Today, Jun 99, p. 4).

Army officials have stated that the booming civilian economy, changing social attitudes toward military service, less attractive military benefits, and pressures associated with the end of the military draw-down have contributed to the problems that the Army has experienced in trying to recruit in today's market (Army Times, Feb 99).

This challenging recruiting environment has spurred initiatives by USAREC to increase enlisted accessions and recruiter productivity, such as increased spending for national and local area advertising and more recruiters and recruiting offices. Additionally, increases in incentives like the Army College Fund, enlistment sign-on bonuses and shorter enlistment terms have been targeted toward attracting more young men and women to join the Army. However, these initiatives are expensive and increase the overall cost per new recruit. A less costly approach would be to increase each recruiter's individual productivity to a level where every recruiter consistently meets or exceeds his or her individual goal or mission box. This is especially true at a time when the majority of recruiters are meeting less than 50 percent of their monthly goal (Army Times, Dec 98, p. 54). The Army has about 6,000 recruiters on-production, each of

whom averages less than one sign-up a month (Army Times, Dec 98, p. 54). With a Fiscal Year 1999 goal of 74,500 each recruiter must sign-up slightly more than one new recruit every month to ensure that the Army will not fall short of its accession goal again in 1999. But, as of January 1, 1999, the Army has already fallen short of meeting its first-quarter accession goal by 2,300 soldiers. As of April 1999, the Army has only enlisted 26,000 of the 74,500 requirement. While the task appears daunting from the number of external factors the Army is facing in today's market, recruiter frustration and low morale may have also contributed to decreased effort and productivity (Army Times, April 99). This study focuses on recruiter incentives to identify the specific incentives that motivate recruiters to meet and exceed mission.

Many civilian corporations use incentives to enhance the production efforts of their sales force. The U.S. Army Recruiting Command also has a recruiter incentive program that is comprised of various awards. This program is further enhanced by incentives offered by subordinate recruiting brigades, battalions, companies and stations. The incentive program is intended to motivate recruiters to maximize their production efforts to meet and/or exceed their monthly assigned goals. However, it is unclear whether the current incentive system motivates recruiters to produce to their fullest capabilities.

B. PURPOSE

This thesis provides a recruiter's perspective of the enlisted incentive program currently used by USAREC. Through the development and dissemination of an active duty enlisted recruiter survey, this thesis identifies those incentives that motivate recruiters to meet or exceed their mission and those that do not. The overall goal is to provide USAREC with recommendations to improve its recruiter incentive program and to maximize a recruiter's motivation to continually meet and exceed his or her recruiting mission.

C. RESEARCH QUESTIONS

Primary:

1. What incentives would motivate recruiters to meet or exceed mission?

Secondary:

1. Which of the current incentives are most effective in motivating recruiters to meet or exceed mission?
2. Which of the current incentives are least effective in motivating recruiters to meet or exceed mission?
3. What new incentive(s) could be offered by USAREC to positively affect recruiter motivation to meet or exceed mission?
4. Do incentives affect motivation differently for Cadre (79R) recruiters vice non-Cadre recruiters?
5. Do incentives affect motivation differently for personnel who volunteer for recruiting duty vice those who do not volunteer but are ordered to recruiting duty?

D. SCOPE AND LIMITATIONS

This thesis evaluates the recruiter incentive program currently in use by USAREC through the recruiter's perspective. It is part of a larger study concerning military recruiter incentive systems aimed at identifying best recruiter incentive practices and is being conducted in an effort to identify which incentives motivate recruiters to meet and/or exceed their individually assigned recruiting goals or mission box.

The scope of this thesis is limited to Regular Army (RA), on-production recruiters and station commanders. Although the incentive system is the same for both Army Reserve (USAR) and Regular Army recruiters, this thesis is primarily focused on the Army Recruiting Command's

ability to meet annual active duty accession goals rather than reserve goals. For this reason, this study excludes USAR recruiters and all staff, or non-production personnel from the survey.

E. METHODOLOGY

This study began with a review of USAREC's current incentive system. This was followed by a review of the comparative analysis of all four service's incentive programs performed by Luby (1999) and a review of input from recruiter interviews conducted by Starkey (1999). Both of these previous studies were completed as part of a larger study of the U.S. Army's recruiter incentive system. Next, a literature review on motivation theory was performed to develop a theoretical framework for the survey. From there, a comprehensive survey was developed and disseminated to a stratified sample of 2,000 Regular Army, on-production recruiters and station commanders. Their opinions on which incentives, current and prospective, best motivate recruiters to meet and/or exceed their mission were solicited. Based on their input, a comparison of the mean values of the incentives was conducted to determine which incentives have the greatest and least impact on recruiter motivation to meet or exceed mission box. Finally, an incentive matrix was derived to illustrate which incentives, current and prospective, are best at motivating recruiters to meet mission requirements and which are best at motivating recruiters to exceed them. All findings will be provided to the U.S. Army Recruiting Command for consideration.

F. ORGANIZATION OF THE THESIS

Chapter I (Introduction) discusses the background and purpose of the thesis. It states the research objectives, scope and limitations and the methodology used to identify incentives which will produce the best recruiting practices in terms of enhanced recruiter motivation to meet and/or exceed individually assigned recruiting goals.

Chapter II (Theoretical Framework and Literature Review) provides an overview of the recruiter incentive system currently in place at the national level and the subordinate command level within USAREC. It also provides a literature review based on motivation theory and describes the motivational theory of Thomas and Jansen (1996). The Thomas and Jansen theory will be used as the theoretical framework for developing the survey and evaluating the effectiveness of USAREC's recruiter incentive system.

Chapter III (Methodology) discusses regression model specifications proposed to evaluate the survey data. It provides a description of the survey sample, the independent and dependent variables, hypothesized relationships between the independent and dependent variables and hypothesis testing procedures used to determine the effect of the different variables on the dependent variables.

Chapter IV (Data Analysis) presents the findings of the survey analysis in terms of which incentives produced the greatest effect in motivating recruiters to meet or exceed their mission. It will also discuss any bias or data analysis problems that may have affected the results of the analysis.

Chapter V (Conclusions and Recommendations) provides conclusions and recommendations for the best incentive practices identified through analysis of the survey to USAREC. It also includes recommendations for areas of further research.

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II. THEORETICAL FRAMEWORK AND LITERATURE REVIEW

A. CURRENT U.S. ARMY RECRUITING COMMAND INCENTIVE PROGRAM

This chapter describes the current recruiter incentive program established at the United States Army Recruiting Command (USAREC). It identifies the awards currently being offered by USAREC and the requirements for achieving those awards. This chapter also provides a review of the literature on motivation theory and discusses the theoretical framework behind the recruiter incentive survey.

Every fiscal year accession goals are determined by the United States Army Recruiting Command in order to meet congressionally mandated manpower requirements. These goals are then disseminated down the chain of command to the various recruiting brigades, battalions, companies and stations along with specific requirements for meeting the Army's desired number of qualified recruits for specific military occupational specialties (MOS).

To help ensure annual accession goals are met, the U.S. Army Recruiting Command has established an awards program to increase/reward recruiter productivity. The incentives are intended to motivate recruiters to meet or exceed their individually assigned goals, known as mission box, by actively pursuing highly qualified applicants that are often extremely difficult to enlist. These national level incentives include recruiter badges, achievement stars, rings, certificates, coins, ribbons, medallions and meritorious promotion. National level awards are supplemented at the various subordinate level commands by other incentives like time-off from work and leadership opportunities. National level awards focus on rewarding the individual recruiter and are based on objective performance measures that require recruiters to accumulate a certain number of points. Awards achieved must be earned in a sequential manner. Recruiters earn points toward an award by enlisting and shipping new recruits to boot camp in various

enlistment categories. The point values vary by category according to a recruit's aptitude, education and ability to occupy a designated Army occupational specialty. Awards are then presented at regularly scheduled ceremonies to recruiters who acquire the necessary points for an award within a given time period. Points for most of the awards must be achieved within a six-month sliding window. However, the more difficult awards to achieve, like the recruiter ring and Glen E. Morrell Award, have either a 24-month sliding window or no time limit.

This study primarily focuses on the national level incentive program established by USAREC and published in a memorandum for all Brigade and Battalion Commanders, 03 June 1999. The subordinate command incentive programs will not be addressed fully because, per USAREC regulation 672-10, they are restricted from supplementing the criteria for national level awards. While each brigade and battalion is encouraged to develop an internal awards program to stimulate production through competition, any awards that subordinate level commands offer as incentives cannot supercede the incentive program already in place at recruiting headquarters (USAREC Regulation 672-10). Since subordinate level incentive programs are secondary and are subject to approval from USAREC, it is assumed that any changes made to the national level incentive program will trickle down to the subordinate commands. Thus, it is beyond the scope of this study to address the incentive programs at all levels.

In addition, this study only addresses those incentives that are offered for achieving enlisted, active duty accession goals. Although incentives exist for active duty officer, warrant officer and reserve accessions, those incentive programs are also beyond the scope of this study.

1. Mission Box

Mission box refers to an individual recruiter's monthly recruiting goal. It specifies the quantity and the quality of the new recruits the recruiter is expected to enlist that month.

Quantity refers to the number of new recruits that must enlist. Each recruiter is normally assigned a goal of two new contracts per month. Quality refers to the new recruit's aptitude measured by their Armed Forces Qualification Test (AFQT) score, educational attainment (high school diploma graduate, high school senior, graduate equivalency degree (GED or other), prior-service status and ability to qualify for and fill certain military occupational specialties (MOS). The number of points awarded largely depends on the recruit's AFQT score. The higher the recruit's score, the more points a recruiter receives for enlisting that individual. This is because past research has confirmed that individuals who score higher on the AFQT have a greater propensity of succeeding in the military by completing their first term of enlistment (Luby, 1999).

The AFQT is comprised of several components of the Armed Services Vocational Aptitude Battery (ASVAB) which is administered to all potential enlistees to determine their eligibility to enter the service. The ASVAB also helps to match an individual's knowledge, skill and ability to a particular MOS. Recruits are placed in different classes, I through V, based on their AFQT score. Class I is the highest class and Class V is the lowest. A recruit who scores in the 93rd percentile or higher is categorized as a CAT I. Those who score in the 65th through 92nd percentile are categorized as CAT II. Class III is subdivided into categories A and B. CAT IIIA recruits score in the 50th through 64th percentile and CAT IIIB recruits score in the 31st through 49th percentile. CAT IV and V consist of those individuals who score below the 49th percentile. Individuals who score in either of these categories are currently restricted from joining the service (Asch and Oken, 1997).

A recruiter's average mission box would require the recruiter to enlist one high school graduate or senior in classes I-III A (GSA) and one high school graduate or senior in class IIIB or

some other recruit (GSB or OTHER). OTHER refers to those potential recruits who are neither high school diploma graduates nor seniors or who score below class IIIB on the AFQT. OTHERS include GED graduates, home-schooled or vocationally schooled individuals, and prior service enlistees. The following outlines how points are given for the various contracts:

Regular Army (RA)

GSA = 20
GSB = 15
OTH = 10

Army Reserve (USAR)

GCA = 20
PS = 15
OTH = 10

Mission Box (Monthly/Quarterly/Annually)

Individual = 50
Team Concept = 50

When a recruiter meets his or her individually assigned mission box, he is awarded 50 points. The team concept enables recruiters to earn points toward an award when the total mission box assigned to their station is achieved. So, even if a recruiter fails to meet his or her individually assigned goal, if the station as a whole meets its total goal, by meeting both quantity and quality, then each recruiter is awarded 50 points toward earning a national level award. Thus, a recruiter could conceivably earn 100 points toward an award each month if both the recruiter and the station meet their assigned mission box for that month (USAREC Regulation 672-10).

2. Recruiting Incentive Awards Program

The Recruiting Incentive Awards Program is designed to recognize excellence in recruiting. The program consists of monthly and quarterly incentives awarded by USAREC headquarters. Incentive awards include Gold Stars, the Gold Recruiter Badge, Sapphire Stars, the Recruiter Ring and the Glen E. Morrell Award. Table 2.1 lists the various recruiting

incentive awards, the points required for earning those awards and the timeframes for earning each award.

AWARD	POINTS	MONTHS
1 st Gold Star	240	NA
2 nd Gold Star	300	6
3 rd Gold Star	300	6
Gold Recruiter Badge	300	6
1 st Sapphire Star	300	6
2 nd Sapphire Star	300	6
3 rd Sapphire Star	300	6
Recruiter Ring	1200	24
Glen E. Morrell Award	2400	NA

Source: USAREC Regulation 672-10 1999.

Table 2.1 Recruiting Incentive Awards

Recruiters begin their recruiting tour by wearing the Basic Recruiter Badge, which is awarded upon successful completion of the Basic Recruiter Course. The Basic Recruiter Course is the initial recruiter-training program where newly assigned recruiters learn the sales techniques that are designed to help them be successful in their recruiting efforts once they report to their assigned recruiting station (RS). As recruiters successfully enlist individuals into the various enlistment categories, they are awarded points as described above. Recruiters must accumulate the required number of points in order to earn an award and awards must be earned sequentially. Once a recruiter has achieved 240 points, he is awarded his first Gold Star. Any excess points that the recruiter receives after the current award has been earned count toward the next award.

As shown in Table 2.1, the recruiter has an unlimited amount of time to accumulate enough points to earn their first Gold Star. However, points for achieving subsequent Gold Stars must be earned within a six-month sliding window. If a recruiter fails to accumulate the 300

points required for the second Gold Star within the first six months, then points in the first month of the six-month window are discarded and another month is tacked on to the end of the six-month window. This sliding window requires recruiters to keep their production efforts constant in order to be able to earn an award in as little time as possible. Once a recruiter has earned a third Gold Star he is able to work toward achieving his Gold Recruiter Badge.

As depicted, awards from the second Gold Star to the third Sapphire Star are subject to the six-month sliding window. After a recruiter has earned a third Sapphire Star, he is eligible to compete for the Recruiter Ring. To earn the Recruiter Ring, a recruiter must accumulate 1200 points within a 24 month sliding window. The Recruiter Ring is designed to identify those recruiters who have performed exceedingly well and signifies outstanding achievements in recruiting. A certificate placed in the recruiter's personnel record accompanies the ring.

The ultimate award under the Recruiting Incentive Awards Program is the Glen E. Morrell Award. It requires the recruiter to earn 2400 points in order to qualify for the award. The award is designed to recognize USAREC's top performers. Thus, while it is very difficult to achieve, recruiters have an unlimited amount of time to do so. Those who achieve this award are presented with a prestigious medallion that can be worn at formal USAREC functions and is accompanied by a certificate and the Army recruiting ribbon that the individual is authorized to wear on his uniform (USAREC Regulation 672-10).

According to USAREC, most recruiters are able to earn their Gold Recruiter Badge prior to the completion of their recruiting tour of duty, which is normally three years. According to the Planning, Analysis and Evaluation Division at USAREC Headquarters, the majority of recruiters who earn the Recruiter Ring or the Glen E. Morrell Award are those who have become career recruiters with the 79R MOS.

3. USAREC Annual Awards

In addition to the Recruiter Incentive Awards Program, USAREC has established an annual awards program designed to recognize top recruiters, battalions and brigades for their production efforts for the year. The annual awards program consists of the following award categories:

- (a) Best Brigade and Runner Up
- (b) Best Battalion and Runner Up
- (c) Best Battalion within each Brigade
- (d) Best Army Medical Detachment
- (e) USAREC Annual Awards Board
- (f) Commanding General's Special Category (when directed)
- (g) Basic Training Pride in Ownership Program

Competition for an annual award is based on mission box achievement. In case of a tie between recruiters, battalions or brigades, those with the highest percentage of GSA/GCA achievement will be presented with the award. If none have achieved mission box, then the recruiter or unit with the highest percentage of GSA/GCA will be considered as the winner in each of the above categories except for the award for Best Army Medical Detachment (USAREC Regulation 672-10). Of the above listed awards, only the USAREC Annual Awards Board category specifically recognizes individual recruiter achievement. Because the scope of this thesis is primarily concerned with how incentives effect individual recruiter motivation to meet or exceed goal, the USAREC Annual Awards Board category will be the only category addressed. This category is further broken down in five subcategories. These subcategories consist of the following:

- (a) Soldier of the Year
- (b) Regular Army Recruiter of the Year
- (c) Reserve Recruiter of the Year
- (d) AMEDD Regular Army Recruiter of the Year
- (e) AMEDD Reserve Recruiter of the Year

Once again, competition for an annual award is based on mission box achievement. In case of a tie between recruiters, those with the highest percentage of GSA/GCA achievement will be presented with the award. If none have achieved mission box, then the recruiter with the highest percentage of GSA/GCA will be considered as the winner in each of the above categories. Each brigade is allowed to nominate one recruiter for each category. The USAREC winner of each category receives a \$1000 savings bond, a trophy, and a certificate and coin from the Commanding General and Command Sergeant Major. Runners-up from each of the categories receive a plaque, certificate and coin from the Commanding General and Command Sergeant Major as well.

Overall, the Recruiter Incentive Awards Program and the Annual Awards Board categories are designed to stimulate recruiter motivation and production through competition. However, Luby (1999), in his thesis *"U.S. Army Recruiter Incentives: Comparison, Evaluation, and Possible Alternatives"* found that, "while the current incentives being used by the services are probably effective in eliciting a certain degree of effort, it appears they have topped-out in their ability to draw additional productivity from recruiters." Additionally, Luby discovered that all of the services judge the effectiveness of their incentive program to motivate recruiters in terms of whether or not accession goals are met. Use of other quantitative methods to measure the recruiter incentive program's effectiveness has either been extremely limited or non-existent. Therefore, in terms of effectiveness, it is possible that the current incentive program is no longer capable of motivating recruiters to meet or exceed their mission box. As Luby suggests, it may be beneficial to consider possible alternatives to improve the current incentive program (Luby, 1999).

B. MOTIVATION THEORY AND THEORETICAL FRAMEWORK

To determine what alternatives could be implemented to improve upon the current incentive program it is necessary to identify those incentives that currently motivate recruiters to meet or exceed their mission and those that do not. The purpose of this thesis is to provide an analysis of the enlisted recruiter incentive program currently used by USAREC from the recruiter's perspective through the development and dissemination of an active duty enlisted recruiter survey. The overall goal is to provide USAREC with recommendations to improve the recruiter incentive program in order to maximize a recruiter's motivation to continually meet and exceed recruiting mission. But, before a more effective incentive system can be developed, it is necessary to have some understanding about what motivates individuals to perform a task in the first place.

1. Motivation Theory

Many behavioral scientists over the years have developed various theories to explain what motivates people, what does not, and how incentives or rewards effect an individual's motivation to perform.

a. Hertzberg

Fredrick Hertzberg (1962) was one of the earliest behavioral scientists to attempt to explore the link between motivation and performance. His research led to the development of the Motivation-Hygiene Theory. He concluded that individuals were motivated to perform by various factors, which he categorized into two distinct groups, motivation factors and hygiene factors.

Motivation factors consisted of intrinsic rewards such as advancement, personal growth and development, and performance of the task itself. Motivation factors lead individuals

to develop a positive attitude about their job and satisfy the individual's need for self-actualization in his work. It is from the performance of the task that an individual gains these rewards and is thus inspired to continue to perform well.

Hygiene factors, on the other hand, consist of extrinsic rewards that the individual receives from performing a job. These extrinsic rewards include job security, status, salary, company benefits and other favorable working conditions. However, what is interesting to note is that Herzberg found that while deterioration of hygiene factors leads to job dissatisfaction and poor performance, the reverse does not hold true. Increasing hygiene factors does not lead to job satisfaction, positive job attitudes or better performance. Satisfying an individual's need for certain hygiene factors can prevent job dissatisfaction and poor performance, but it does not seem to motivate individuals to perform better.

Thus, while both hygiene and motivation factors are important to meet the needs of the individual worker, it is primarily the motivation factors that lead to job satisfaction and improved individual performance. It is important therefore to ensure that the right incentives are used if an organization's intent is to improve individual job performance (Luby, 1999).

b. Vroom & Deci

Vroom and Deci (1970) focus on individual motivation using three different concepts. The first concept assumes that an individual will work harder the more he is rewarded for his efforts. As the worker's needs are increasingly satisfied by the reward, he will continue to respond with greater effort. This is commonly known as the paternalistic approach to motivation. Vroom and Deci later concluded that this approach ultimately does very little to motivate individuals to perform because a large number of outcomes are gratifying or aversive to people but only a few can be controlled externally.

The second concept is known as the "Law of Effect" or "Principle of Reinforcement."

In this case, motivation stems from rewards and penalties that are tied directly to an individual's performance. This assumes that an individual who is rewarded for his actions is likely to continue to repeatedly perform those actions. An example of this type of motivation is the wage incentive or commission. Those that perform well are rewarded with extra money and earning little or no money penalizes those that fail to perform. The drawback to this approach however is that both the individual and the organization must agree on some objective measure of performance. This approach also involves a high degree of external control and is unlikely to be an effective strategy for motivating people because of the large number of outcomes which are either satisfying or unsatisfying to a given individual.

The third concept involves participative management. Participative management assumes that incentives or rewards are a part of the job itself or something that an individual receives from his relationships with his co-workers or teammates. The individual is motivated to perform well due to his emotional commitment to the team or organization. The foundation to this approach lies in the involvement of the individual in carrying out the organization's objectives. The individual is given a broad set of goals and is then empowered by management to determine by himself how these goals will be achieved. The individual's participation in defining his job is assumed to create a commitment on the part of the individual to the organization's goals and objectives (Vroom and Deci, 1970), (Luby, 1999).

c. Deci & Ryan

Building on Vroom and Deci's (1970) participative management approach, Deci and Ryan's (1985) theory of intrinsic motivation relates an individual's motivation to perform to his need to feel competent and self-determining in his actions. Competence and self-determination

are what motivates the individual to seek and attempt to conquer challenges. The reward is the feelings that the individual derives directly from his actions and the task being performed. When an individual perceives that his competence has increased based upon the actions he has determined to be correct, his intrinsic motivation is enhanced. However, two conditions must be satisfied in order for an individual's intrinsic motivation to increase. First, the task must be "optimally challenging" (cited in Lee, 1987, p. 15) such that the actions to be taken are not seen as simple or trivial to the individual. Second, the individual must believe that he is free to choose the actions that he will take to complete a given task and that others are not controlling his behavior. This creates within the individual a perceived sense of competence and self-determination.

The intrinsic motivation gained from the individual's feelings of competence and self-determination lead to interest and enjoyment of the task being performed as well as increased creativity and cognitive complexity. Deci and Ryan (1985) state that intrinsically motivated people will persist in an activity beyond the period in which they are being supervised or monitored (Christy, 1992).

d. Thomas & Velthouse

Over the years, research on motivation theory has moved away from the idea that individuals are motivated by extrinsic factors. As Steven Christy states in his thesis, *Exploring the Link between Intrinsic Motivation and Quality*, "external motivators will not gain lasting commitment to quality; it is a worker's internal dedication, his intrinsic motivation, that will cause a worker to consistently produce quality work." (Christy, 1992) From the 1970's to the present, intrinsic factors have seemed to dominate motivation theory. Since 1990, behavioral scientists, like Lawler, Senge, and Fiegenbaum, have abandoned the notion that extrinsic rewards

motivate people. They have adopted the general belief that involving individuals in decisions about how to perform a task reinforces their sense of personally contributing to the achievement of the organization's goals and satisfies their needs of competence and self-esteem. Thus, intrinsic motivation is determined by two things; one, the individual's perception of how much control they have over a task and the actions they choose to perform that task and two, an individual is rewarded directly from the performance or completion of the task (Christy, 1992).

Combining these two ideas, Thomas and Velthouse (1990) define intrinsic motivation as that which "involves positively valued experiences that the individual derives directly from the task." (Thomas and Velthouse, 1990)

Thomas and Velthouse go on to define extrinsic motivation as rewards and punishments that are external to the task and are controlled by others. They also go beyond Deci and Ryan's (1985) theory by specifically defining a task as "a set of activities directed toward a purpose." (Thomas and Velthouse, 1990)

From these definitions, they created an empowerment/intrinsic motivation model designed to incorporate various causal variables that specifically apply to work situations. The model focuses on identifying an individual's ideas and assessments about a task. The ideas and assessments a person develops regarding a particular task refer to the task itself and not to the work situation or any external rewards or punishments that are administered by others. Intrinsic rewards then come from four task assessments that are based upon an individual's interpretation of external events: impact, competence, meaningfulness and choice.

Impact is the "degree to which behavior is seen as "making a difference" in terms of accomplishing the purpose of the task." (Thomas and Velthouse, 1990, p. 672) Competence is the "degree to which a person can perform task activities skillfully when he tries." (p. 672)

Meaningfulness "concerns the value of this task goal or purpose, judged in relation to the individual's own ideals or standards." (p. 672) Choice is the "degree to which an individual sees himself as freely choosing his task behavior, as opposed to being constrained or forced to perform the behavior by external events." (p. 672) These external events include rewards, feedback, leadership styles of superiors, and job design.

Ultimately, the more an individual perceives that he is having an impact on the organization, that he is competent enough to perform his job well, that his job is serving some meaningful purpose and he is free to choose how to accomplish his task, the more the individual's intrinsic motivation increases. According to Thomas and Velthouse (1990), as intrinsic motivation increases five outcomes become possible. They are increased activity, concentration, initiative, flexibility and resiliency (p. 670).

e. Thomas & Tymon and Thomas & Jansen

In 1992, Thomas and Tymon (1992) tested the Thomas and Velthouse model through the use of a questionnaire. Their questionnaire enabled them to verify that the four task assessments of impact, competence, meaningfulness and choice actually produce the expected outcomes of increased activity, concentration, initiative, flexibility and resiliency. The outcomes are used as measures of job satisfaction. Their test of the model further clarified how the task assessments serve as intrinsic rewards. They found that "the task assessments generate immediate and positive effects and also shape expectancies regarding future values of these variables." (Thomas and Tymon, 1992) They also found that these positive effects "serve more immediately as cognitive rewards." (p. 6)

However, as a result of their questionnaire, Thomas and Tymon (1992) found that responses regarding the assessments of progress and impact tended to cluster together into one

factor that they simply renamed as "impact." Yet, responses around the assessment of impact tended to cluster together with meaningfulness in later studies. As a result, they dropped impact as a separate task assessment and created a fourth task assessment which they called "progress." (Christy, 1992)

From their research, Thomas and Tymon (1992) reconstructed the Thomas and Velthouse (1990) model into the Empowerment Profile. The Empowerment Profile defines the new task assessment variable "progress" as "the sense that the task purpose is being realized, that movement is actually occurring along the path toward the purpose." (Thomas and Tymon, 1992, p. 3)

(1) Intrinsic Task Motivation. Thomas and Velthouse (1990) were among the first to define intrinsic motivation. Many earlier studies conducted on motivation were somewhat ambiguous because previous researchers had failed to agree upon a clear definition of the word "intrinsic." Some referred to intrinsic as psychological - "intrinsic to the individual." Others used intrinsic in reference to the task being performed by the individual. Thomas and Velthouse (1990) were among the first researchers to combine the two definitions. As cited in Thomas and Jansen (1996), Thomas and Velthouse defined intrinsic motivation as "the psychological rewards that individuals derive directly from a task." (Thomas and Jansen, 1996, p. 9)

The intrinsic rewards that are derived directly from the performance of a task serve to motivate the individual to continue to perform the task. Thomas and Jansen (1996) go one step further. They distinguish rewards as falling into one of three categories: intrinsic rewards, intrinsic non-task rewards and extrinsic rewards. An intrinsic reward is, as previously defined above, "the psychological rewards that individuals derive directly from a task."

Intrinsic non-task rewards are also psychological, but they are not directly associated with a task. Thomas and Jansen describe intrinsic non-task rewards as "membership" rewards. Membership rewards satisfy the social needs of individuals and include feelings of affiliation with a group, interacting with others, pride in the organization, power and status. "The individual receives them from being present in the organization, but not from performing the task itself."

Extrinsic rewards are the opposite of intrinsic rewards. If intrinsic rewards are psychological and "intrinsic to the individual and the task," then extrinsic rewards are those that are given to an individual by others for the performance of the task. Extrinsic rewards include incentives like pay, recognition, tangible awards, etc. (Thomas and Jansen, 1996, p. 9-11).

(2) Integrative Model of Intrinsic Task Motivation. In 1996, Thomas and Jansen updated the Empowerment Profile to create an Integrative Model of Intrinsic Task Motivation that was more applicable to the military. In their report, *"Intrinsic Motivation in the Military: Models and Strategic Importance,"* prepared for the Eighth Quadrennial Review of Military Compensation, they identify four distinct intrinsic rewards that individuals receive from a task: choice, competence, meaningfulness and progress. The four intrinsic rewards further result in two elements: a sense of accomplishment and a sense of opportunity. Competence and progress lead to a sense of accomplishment in that they measure "how well one is performing task activities and attaining the task purpose, respectively." Choice and meaningfulness lead to the reward of task opportunity in that they measure how much one is able to "use one's own judgement and pursue a worthwhile purpose, respectively." (Thomas and Jansen, 1996, p. 14)

	Opportunity Elements	Accomplishment Elements
Task Activities	Sense of CHOICE	Sense of COMPETENCE
Task Purpose	Sense of MEANINGFULNESS	Sense of PROGRESS

Source: Adapted from Thomas & Tymon, Empowerment Inventory (NY: XICOM, 1993)

Figure 2.1 Integrative Model of Intrinsic Task Motivation

The four intrinsic rewards described below are taken from the Thomas and Tymon Empowerment Inventory (Thomas and Tymon, 1993, p. 9). They are:

Choice is defined as "the opportunity to select task activities that make sense [to the individual] and to perform them in ways that seem appropriate." Choice is the individual's feeling that he is "free to choose" his actions and use his "own judgement and act out of [his] own understanding of the task." (p. 9)

Competence is an individual's feeling that he is "skillfully performing the task activities" he has chosen. Competence also gives the individual the feeling that he is doing "good, quality work on a task." (p. 9)

Meaningfulness is the individual's belief or perception that he is pursuing a task that is worthy of his "time and energy." It is the feeling that he is "on a valuable mission and that [his] purpose matters in the larger scheme of things." (p. 9)

Progress is the individual's sense that "the task is moving forward" and that his "activities are really accomplishing something." It is the individual's feeling of accomplishment that he gets when he achieves the task purpose (p. 9).

While Thomas and Jansen (1996) state that this integrated theory on intrinsic motivation is relatively new, "there is significant empirical support for the integrated model." (Thomas and Jansen, 1996, p. 15)

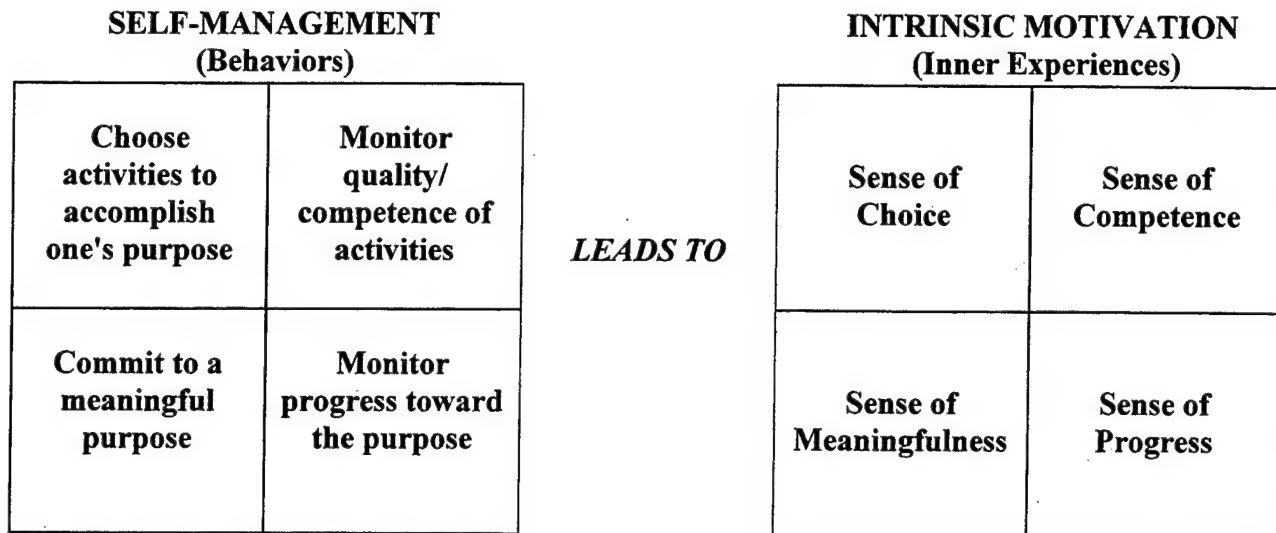
Reliable questionnaire measures of the four elements of intrinsic motivation have been developed (Thomas & Tymon, 1993; Spreitzer, 1995). Results show that the four elements are distinct, and that they are related to such outcome measures as job satisfaction, performance, innovativeness, commitment to the organization, and reduced stress symptoms (cf. References in Thomas and Tymon, 1995).

(3) Intrinsic Task Motivation and Self-Management. Also in their report, "*Intrinsic Motivation in the Military: Models and Strategic Importance*," Thomas and Jansen (1996) suggest that the strategic benefit of instilling intrinsic motivation in military personnel is gained through an individual's improved decision-making behavior, referred to as "self-management." Self-management consists of four decision-making behaviors "that parallel the elements of intrinsic motivation." The four behaviors are choosing activities to accomplish one's purpose, monitoring the quality/competence of the activities, committing to a meaningful purpose, and monitoring one's progress toward the purpose (Thomas and Jansen, 1996).

Thomas and Jansen purport that an individual's job performance is judged by his display of the above characteristics. Figure 2.3 illustrates the link between the self-managing behaviors and intrinsic motivation:

Commitment to a meaningful purpose refers to individuals who have internalized the objectives of their organization as congruent with their own values and goals and is the first

critical step in the self-management process. Committed workers can be trusted to "stay the course" with minimal external management (p. 18).



Source: Thomas and Jansen (1996)

Figure 2.2 Intrinsic Task Motivation and Self-Management: A Self-Reinforcing Cycle

Choosing activities to accomplish one's purpose presumes that individuals will "exercise their best judgement" when choosing whom to work with, how to schedule their work, organizing their environment, and performing their task (p. 18).

Monitoring the quality/competence of one's activities allows individuals to adjust their performance as needed and select activities that will work best in each situation (p. 18).

Monitoring one's progress toward the task purpose enables individuals to adjust their choice of activities and serves to reinforce and strengthen their resolve and commitment to the purpose (p. 18).

According to the model, the extent to which an individual commits to a purpose, can choose the activities he will engage in to accomplish the purpose, and can monitor his activities to ensure they are progressing toward goal attainment, will determine his intrinsic motivation in regard to the task at hand. The four self-managing behaviors lead to an

individual's sense of choice, competence, meaningfulness and progress about a task. "These inner experiences of intrinsic motivation, which are inherently rewarding to the individual, then serve to reinforce or energize continued self-management behavior." Thus, self-management and intrinsic motivation becomes a self-reinforcing cycle (Thomas and Jansen, 1996, p. 16).

Thomas and Jansen state that the reverse is also true. Low levels of self-management, referred to as micro-management, can lead to low levels of intrinsic motivation. Micro-management can result in "self-reinforcing negative cycles" that de-motivate individuals. Individuals that are micro-managed become "turned-off" by their tasks and start to "exhibit increasingly passive or irresponsible behavior." (Thomas and Jansen, 1996, p. 17)

The Integrative Model of Intrinsic Task Motivation (Thomas and Jansen, 1996) will be used in this thesis to examine the relationship between the various types of motivation and performance, particularly in the individual recruiter's effort to meet or exceed his mission box.

C. SUMMARY

In summary, it appears that behavioral scientists over the years support the view that intrinsic factors are critical to sustained individual motivation and performance. While empirical support for a direct link between intrinsic motivation and improved performance is inconclusive, research does provide evidence of a positive relationship. The validation of Thomas and Tymon's (1992) Empowerment Profile by Thomas and Jansen (1996) indicates that a link does exist, and intrinsic motivation factors contribute to individual motivation and task performance. Thomas and Jansen also conclude that, "as any organization relies less on micro-management and compliance, and requires more judgement, commitment and self-management from its

personnel, the intrinsic motivation of workers becomes a more important factor in performance."

(Thomas and Jansen, 1996, p. 9)

The benefits to be gained by military organizations that instill intrinsic motivation in their military members include increased activity, concentration, initiative, flexibility and resiliency on the individual level and increased flexibility, adaptation, responsiveness and innovation at the unit and organizational levels (Thomas and Jansen, 1996). Thus, intrinsic task motivation becomes a matter of strategic importance to military organizations like the United States Army Recruiting Command. Based on this theory of intrinsic motivation, USAREC should identify incentives that encourage self-managing behaviors in its recruiters and develop an incentive program around those incentives which are inherently rewarding to the individual recruiter. The aggregated effects of increased individual intrinsic motivation could ultimately result in satisfied mission requirements and significant cost savings through increased levels of individual performance, not only for USAREC, but also for all military organizations.

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III. METHODOLOGY

A. OVERVIEW

This chapter provides a description of the survey sample, the study variables, hypothesized relationships between the independent and dependent variables and hypothesis testing procedures used to determine the effect of the different variables on the dependent variables. It also discusses regression model specifications that are proposed to evaluate the survey data.

Based upon the Integrative Model of Intrinsic Task Motivation (Thomas and Jansen, 1996) described in chapter II, this thesis will attempt to establish a link between intrinsic motivation and performance, particularly in the individual recruiter's effort to meet or exceed mission. In an effort to establish that link, a survey was developed to solicit the recruiter's perspective on which incentives, both current and prospective, have the greatest positive effect on recruiter motivation to meet and exceed individually assigned recruiting goals. The overall goal is to provide USAREC with recommendations to improve the recruiter incentive programs used at all levels, and maximize a recruiter's motivation to meet and exceed recruiting mission requirements.

The survey is designed to provide answers to the following research questions:

Primary:

1. What incentives would motivate recruiters to meet or exceed mission?

Secondary:

1. Which of the current incentives are most effective in motivating recruiters to meet or exceed mission?
2. Which of the current incentives are least effective in motivating recruiters to meet or exceed mission?

3. What new incentive(s) could be offered by USAREC to positively affect recruiter motivation to meet or exceed mission?
4. Do incentives affect motivation differently for Cadre (79R) recruiters vice non-Cadre recruiters?
5. Do incentives affect motivation differently for personnel who volunteer for recruiting duty vice those who do not volunteer but are ordered to recruiting duty?

B. SURVEY DATA

The scope of this thesis is limited to Regular Army (RA), on-production recruiters and station commanders. Thus, this study excludes USAR recruiters, staff and all non-production personnel from the survey. The survey was disseminated to a stratified sample of 2,000 Regular Army, on-production recruiters and station commanders. This stratified sample ensures that each brigade, battalion, company and station is equally represented among those targeted to receive the survey. A sample of 2,000 recruiters represents 37 percent of the 5,400 Regular Army, on-production soldiers currently on recruiting duty for the U.S. Army. Tables 3.1 and 3.2 illustrate the distribution of the survey sample.

Production Code	Frequency	Percent	Cumulative Percent
On Production			
Station Commanders	154	7.7	7.7
Nurse Station Commanders	8	.4	8.1
Nurse Recruiters	23	1.2	9.3
Production Recruiters	1621	81.1	90.3
Limited Production	194	9.7	100.0
Station Commanders			
Total	2000	100.0	100.0

Source: U.S. Army Recruiting Command Research and Plans Division, 1999

Table 3.1 Sample Distribution by Production Code

Rank	Frequency	Percent	Cumulative Percent
SFC (E-5)	597	29.9	29.9
SGT (E-6)	275	13.8	43.6
SSG (E-7)	1128	56.4	100.0
Total	2000	100.0	100.0

Source: U.S. Army Recruiting Command Research and Plans Division, 1999.

Table 3.2 Sample Distribution by Rank

C. SURVEY VARIABLES

1. Overview

In an attempt to identify which incentives (current and prospective) best motivate recruiters to meet or exceed their mission, the survey was constructed with variables that will later be analyzed using multiple regression techniques. Respondents were asked a total of fifty-eight (58) closed-ended questions about the extent to which they agreed with a given statement regarding a current or prospective incentive. A five-point Likert scale was used ranging in response from strongly agree to strongly disagree. Next, respondents were asked to answer ten (10) open-ended questions. These questions enabled respondents to provide their own unique input. The questions concerned which of the current incentives motivate them most to meet and exceed mission, which are least motivating, and what kinds of new incentives would be useful at the various command levels (station, company, battalion, brigade and USAREC level). Finally, the respondents were asked to provide demographic information about themselves in terms of gender, paygrade, the brigade to which they are assigned, whether or not they volunteered for recruiting duty or are considered career recruiters (Cadre 79R), and the highest level award they have earned to date. Respondents were also asked to provide their personal production

information by stating how many times they had missed, met and exceeded their mission box within the last twelve months. The survey is enclosed as Appendix A.

2. Dependent Variables

The survey was designed to create two separate dependent variables. The first dependent variable is designed to measure the extent to which incentives motivate recruiters to meet their mission box. It is designated as **MOTM** in the regression analysis. The second dependent variable is designed to measure the extent to which incentives motivate recruiters to exceed their mission box. It is designated as **MOTX** in the regression analysis.

Two separate regression functions are used. The first regression function is used to measure the effect of the incentives on a recruiter's motivation to meet mission box. The second regression function is used to measure the effect of the incentives on a recruiter's motivation to exceed mission box. Motivation to meet or exceed mission are dependent variables because they are "assumed to depend on or be caused by another (called the *independent variable*).\" (Babbie, 1998)

3. Independent Variables

The survey is comprised of a total of seventy-seven (77) independent variables that are designed to explain recruiter motivation to meet and exceed their individually assigned recruiting goals. As in most behavioral research, the independent variables are "presumed to cause or determine a dependent variable." (Babbie, 1998) In this study, it is presumed that the independent variables cause a recruiter's motivation to meet or exceed their mission box to increase, decrease or stay the same. A list of the independent variables, along with their operational definitions, is included as Appendix B.

Corresponding with the Integrative Model of Intrinsic Task Motivation (Thomas and Jansen, 1996), the independent variables were further categorized as extrinsic rewards, intrinsic task rewards or intrinsic non-task rewards.

Extrinsic rewards, those that are given to an individual by others, include Gold and Sapphire Stars, Gold Badges, Recruiter Rings, the Glen E. Morrell Award, medals, the cash bonus, follow-on assignments and re-designation to a new MOS.

Intrinsic non-task rewards, or "membership" rewards, include team awards, not wanting to let teammates down, fear of rejection, pressure from teammates and the chain of command, and family support.

According to Thomas and Jansen's (1996) definition of intrinsic rewards, input, feedback, performance evaluations, meritorious promotion, time-off, having no sliding window to earn awards and re-designation to Cadre (79R) recruiter have been categorized as truly intrinsic in nature. Being allowed to give one's input in setting individual mission requirements and establishing the incentive program gives the individual a sense of meaningfulness that they are committing to a worthwhile purpose and aligning their own values and goals to the organization's values and goals. Getting feedback on one's progress in relation to others, getting positive performance evaluations, being meritoriously promoted, and being given the opportunity to become a "career" recruiter (79R) lends to an individual's sense of competence and progress in performing the task. And the ability to take time-off from the job lends to an individual's sense of choice in that they are able to schedule their work and organize their environment in a manner that enables them to best accomplish the purpose. Additionally, having the opportunity to take time-off from work may also lend itself toward an individual's sense of progress toward the purpose if taking time off will not hinder them from accomplishing the task.

From here, hypothesized relationships between each of the three categories of rewards and motivation to perform can be developed.

D. HYPOTHESIZED RELATIONSHIPS

This study hypothesizes a relationship between rewards and motivation. Using the dependent variables MOTM and MOTX as a measure of a recruiter's motivation to meet or exceed mission box without the benefit of rewards, a "motivational baseline" is established. Two regression functions are then created to illustrate the hypothesis that motivation to meet and motivation to exceed mission box changes with the addition of an incentive or reward.

Previous research supports the view that intrinsic factors are significant to individual motivation and task performance even though empirical support for a direct link between intrinsic motivation and performance is inconclusive. The goal of this study is to find empirical support for this theory which can result in improvements in the recruiter incentive system. To this end, three hypotheses have been developed:

1. Extrinsic rewards have little or no effect on recruiter motivation to meet or exceed mission box.
2. Intrinsic non-task rewards have a positive, yet small effect on recruiter motivation to meet or exceed goal.
3. Intrinsic task-related rewards have a positive and significant effect on recruiter motivation to meet or exceed mission box.

Overall, the expectation is that the variables categorized at intrinsic rewards will have the greatest positive effect on recruiter motivation, followed by intrinsic non-task rewards with extrinsic rewards showing the least positive effect on motivation.

E. HYPOTHESIS TESTING

Quantitative regression analysis is intended to be performed to determine which incentives have the greatest and least effect on recruiter motivation. Once the data have been collected and the regressions performed, a test of the hypotheses will be conducted. Assuming that the data are normally distributed, the Student's *t* distribution will be used to test each hypothesis and compare them to one another. Furthermore, to determine if differences in the effects of the incentives on recruiter motivation exist among the various demographic groups, a one-way ANOVA will be conducted on each.

F. PRESENTATION OF THE DATA

Once analysis of the data is complete, an incentive matrix will be used to illustrate the findings on which incentives, current and new, are best at motivating recruiters to meet mission requirements and which are best at motivating recruiters to exceed them. Figure 3.1 illustrates the format that the incentive matrix will follow:

	Intrinsic Rewards	Intrinsic Non-Task Rewards	Extrinsic Rewards
Motivation to Meet Mission Box	Current Vs. New	Current Vs. New	Current Vs. New
Motivation to Exceed Mission Box	Current Vs. New	Current Vs. New	Current Vs. New

Figure 3.1 Incentive Matrix

Current incentives are defined as those awards that are currently offered by USAREC as outlined in USAREC Regulation 672-10. Current awards consist of Gold Stars, Gold Badges,

Sapphire Stars, the Recruiter Ring and the Glen E. Morrell Award. New or proposed incentives are those derived from the survey variables and are not currently offered by USAREC on a full-scale basis. Proposed awards consist of time-off, choice of follow-on assignment, re-designation to a new MOS, meritorious promotion, medals and a cash bonus, to name a few. A complete list of all incentives with operational definitions is included in Appendix B.

IV. DATA ANALYSIS

A. INTRODUCTION

This chapter provides the results from respondents of the Recruiter Incentives Survey. Results from fifty-eight (58) closed-ended questions are provided in a series of tables displaying the means of all variables. Results from ten (10) open-ended questions are displayed in a frequency table and charts to illustrate which incentives recruiters would prefer to see implemented to motivate them to meet or exceed mission.

Prior to distributing the survey, it was examined for face validity by five recruiters from USAREC headquarters. "Face validity is concerned with the appearance of the test items," particularly, the extent to which the questions appear to be appropriate and reasonable (Muchinsky, 1997, p. 96). In summary, the linkage between the questions and the topic has strong face validity.

The Recruiter Incentive Survey was distributed to a stratified sample of 2,000 Regular Army, on-production recruiters and station commanders. The sample represents 37 percent of the 5,400 Regular Army, on-production soldiers currently on recruiting duty for the U.S. Army. Survey respondents were randomly chosen by USAREC headquarters to ensure each brigade, battalion, company, and station received equal representation, as well as each gender and paygrade. Table 4.1 shows how respondents to the survey were distributed.

Variable	Number of Respondents	Percentage of Respondents
Males	665	94.6%
Females	38	5.4%
E-4	79	11.3%
E-5	421	60.0%
E-6	202	28.7%
1 st Brigade	159	23.5%
2 nd Brigade	116	17.1%
3 rd Brigade	107	15.8%
5 th Brigade	142	20.9%
6 th Brigade	154	22.7%
Cadre (79R) Recruiters	150	22.3%
Non-Cadre Recruiters	523	77.7%
Volunteers	246	35.9%
Non-Volunteers	439	64.1%

Table 4.1 Distribution of Survey Respondents

Due to time constraints, recruiters were given two weeks to respond to the survey. A total of 709 recruiters responded to the survey resulting in a 35.5 percent response rate. Based on the above distribution and the attained response rate, the sample appears to be representative of the recruiter population.

B. RECRUITER RESPONSES TO CLOSE-ENDED QUESTIONS

The survey was designed using a five-point Likert scale with one being the highest and five the lowest score a recruiter could assign an incentive. Each recruiter was asked to indicate the extent to which they agreed or disagreed that a particular incentive motivates them to meet or exceed mission box. The survey responses were as follows:

- 1 – Strongly Agree
- 2 – Agree
- 3 – Neither Agree Nor Disagree
- 4 – Disagree
- 5 – Strongly Disagree

Incentives with means closer to one are considered to have a strong, positive impact on motivation. Those with means closer to five have a negative impact on motivation to meet or exceed mission. Incentives with means between 2.5 and 3.5 are considered to have little impact on recruiter motivation. This range was chosen because the survey data was skewed to the left (positive) resulting in lower mean values than expected. This may have occurred for several reasons. First, the survey asked recruiters to indicate their level of motivation as a baseline for the dependent variables of motivation to meet, and motivation to exceed goal, without the influence of incentives. It appears as though the majority of Army recruiters perceive themselves as generally motivated. This perception results in responses to questions regarding one's motivation to be more positively skewed since people, particularly young soldiers may view themselves as motivated performers. Second, those recruiters who responded to the survey in the two-week time frame were likely more motivated by the incentive program than those who did not. Thus, their individual level of motivation may be higher than those who did not complete the survey and return it in time. Therefore, those who are less motivated may not be fully represented in this sample. Finally, the recruiter selection process attempts to select proven performers, thereby skewing the sample in the direction indicated. The level of motivation of these recruiters is generally expected to be higher than the "average" soldier's level of motivation.

A review of the data in its entirety revealed that a clear majority of recruiters are motivated both to meet and exceed mission. When asked if they were motivated to meet mission, almost 80 percent said yes, 10 percent said no and 10 percent were unsure. Five recruiters did not respond to this question.

When asked if they were motivated to exceed mission, 60 percent said yes, almost 20 percent said no and 20 percent were unsure. Six recruiters did not respond to this question. While recruiters apparently have the motivation to meet and exceed mission, the reality appears to be that they are struggling to meet or exceed mission on a regular basis. Table 4.2 illustrates the relative breakout among respondents who reported they missed, met or exceeded mission within the previous twelve month period:

Number of Months in the Last Year	Missed Mission	Percentage	Met Mission	Percentage	Exceeded Mission	Percentage
1 Month	38	6.2%	133	24.1%	181	45.3%
2 Months	37	6.1%	119	21.5%	124	31.0%
3 Months	68	11.1%	108	19.5%	50	12.5%
4 Months	51	8.4%	82	14.8%	18	4.5%
5 Months	46	7.5%	37	6.7%	9	2.3%
6 Months	56	9.2%	32	5.8%	6	1.5%
7 Months	44	7.2%	13	2.4%	2	0.5%
8 Months	52	8.5%	9	1.6%	2	0.5%
9 Months	64	10.5%	7	1.3%	0	0.0%
10 Months	62	10.2%	6	1.1%	1	0.3%
11 Months	49	8.0%	1	0.2%	0	0.0%
12 Months	43	7.0%	6	1.1%	7	1.8%
Did Not Respond	99	16.2%	156	28.2%	309	77.3%
Total Responses This Question	610		553		400	

Table 4.2 Mission Accomplishment in the Last Year

1. Variable Impact on Recruiter Motivation

In response to the primary research question regarding what incentives would motivate recruiters to meet or exceed mission, a rank order of both current and proposed incentives was prepared. Table 4.3 lists the means of each variable in order of its impact on recruiter motivation to meet or exceed goal. Those incentives at the top of the list with the lowest means have the greatest impact on motivation while those at the bottom of the list have either little or negative impact on motivation.

Incentives That Motivate Recruiters to Meet Mission	Mean Value	Incentives That Motivate Recruiters to Exceed Mission	Mean Value
Time off	1.9111	Time off	1.9238
Follow-on Assignment	1.9323	Follow-on Assignment	1.9873
Not Letting Teammates Down	2.0353	Meritorious Promotion	2.1932
Family Support	2.1157	Not Letting Teammates Down	2.2468
Meritorious Promotion	2.1890	Family Support	2.2722
No Sliding Window	2.2976	No Sliding Window	2.2976
Cash Bonus	2.3159	Cash Bonus	2.3329
New MOS	2.4654	New MOS	2.4739
Team Based Awards	2.5472	Team Based Awards	2.5938
Peer Recognition	2.6417	Peer Recognition	2.7532
Performance Evaluations	2.6685	Performance Evaluations	2.7673
Gold Badge	2.6977	Gold Badge	2.8164
Peer-based Award System	2.7955	Peer-based Award System	2.8378
Re-designation to 79R	2.8406	Gold Stars	2.9280
Gold Stars	2.8559	Medals	2.9478
Recognition From COC	2.8956	Easier Awards to Achieve	2.9591
Medals	2.9041	Recruiter Ring	2.9788
Recruiter Ring	2.9111	Recognition From COC	2.9788
Sapphire Stars	2.9549	Sapphire Stars	3.0071
Easier Awards to Achieve	2.9718	Feedback on Performance	3.0973
Feedback on Performance	3.0973	National Recognition	3.1594
National Recognition	3.1354	Glen E. Morrell Award	3.2186
Glen E. Morrell Award	3.1961	Fear of Rejection from Peers	3.2906
Fear of Rejection From Peers	3.2257	Pressure From Teammates	3.3385
Pressure From Teammates	3.2285	Input to the Incentive System	3.7983
Pressure From COC	3.7588	Pressure From COC	3.8491
Input to the Incentive System	3.7983	Re-designation to 79R	3.8928

Table 4.3 Ranking of Incentives in Order of Importance to Recruiter Motivation

Incentives with positive impact on recruiter motivation appear to be the same for both meeting and exceeding mission. Time-off appears to have the greatest, most positive impact on recruiter motivation, followed closely by choice of follow-on assignment. Meritorious promotion, not wanting to let one's teammates down and family support round out the top five incentives. The least effective incentives appear to be pressure from the chain of command, re-designation to Cadre (79R) recruiter and recruiters feeling as if they have little input into the design of the incentive system.

For the purpose of comparing the impact of the various types of incentives on motivation, the incentives were further split into three categories; extrinsic, intrinsic non-task and intrinsic incentives, and two groups; current and proposed, as described previously in Chapter II. Corresponding to Thomas and Jansen's Integrative Model of Intrinsic Task Motivation, intrinsic rewards are "the psychological rewards that individuals derive directly from a task." Intrinsic non-task rewards are "membership" rewards that satisfy the social needs of individuals and extrinsic rewards are those that are given to an individual by others for the performance of a task like pay, gold stars and badges and other tangible awards (Thomas and Jansen, 1996, p. 9-11).

Tables 4.4 through 4.6 display the means of each of the incentives by category. To compare the amount of impact each type of award has on recruiter motivation, grand means were computed by summing the means of each group, meet and exceed, adding them together and dividing by the number of incentives in the category. Results of the mean tabulation are as follows:

Extrinsic Incentives	Mean Value of the Incentive on Motivation to Meet Mission	Mean Value of the Incentive on Motivation to Exceed Mission
Gold Stars	2.8559	2.9280
Gold Badge	2.6977	2.8164
Sapphire Stars	2.9549	3.0071
Recruiter Ring	2.9111	2.9788
Glen E. Morrell Award	3.1961	3.2186
Medals	2.9041	2.9478
Cash Bonus	2.3139	2.3329
Follow-on Assignment	1.9323	1.9873
New MOS	2.4654	2.4739
Mean Value of Extrinsic Incentives	2.6638	2.7127

Table 4.4 Mean Value of Extrinsic Incentive Impact on Recruiter Motivation

Intrinsic Non-Task Incentives	Mean Value of the Incentive on Motivation to Meet Mission	Mean Value of the Incentive on Motivation to Exceed Mission
Fear of Rejection	3.2257	3.2906
Pressure from COC	3.7588	3.8491
COC Recognition	2.8956	2.9788
Family Support	2.1157	2.2722
Team Based Awards	2.5472	2.5938
Peer-based Awards System	2.7955	2.8378
Pressure from Teammates	3.2285	3.3385
Peer Recognition	2.6417	2.7532
Not Letting Teammates Down	2.0353	2.2468
Mean Value of Intrinsic Non-Task Incentives	2.9271	2.6737

Table 4.5 Mean Value of Intrinsic Non-Task Incentive Impact on Recruiter Motivation

Intrinsic Incentives	Mean Value of the Incentive on Motivation to Meet Mission	Mean Value of the Incentive on Motivation to Exceed Mission
Performance Evaluations	2.6685	2.7673
Re-designation to 79R	3.8406	3.8928
Time-off	1.9111	1.9238
No Sliding Window	2.2976	2.2976
Meritorious Promotion	2.1890	2.1932
Mean Value of Intrinsic Incentives	2.5814	2.6149

Table 4.6 Mean Value of Intrinsic Incentive Impact on Recruiter Motivation

Comparison of the mean value for each type of award reveals that intrinsic incentives, on the whole, have the most positive impact on recruiter motivation both to meet and exceed mission. Interestingly, the impact of incentives diverges somewhat. Extrinsic rewards appear to have more of an impact on motivation to meet goal over intrinsic non-task "membership" awards, but in turn, "membership" awards have a greater impact on motivating recruiters to exceed mission.

2. The Most Effective Current Incentives

To answer the secondary research questions regarding which of the current incentives are most and least effective in motivating recruiters to meet or exceed goal, current incentives were ranked according to their mean value. Again, means closest to one have the greatest positive impact on motivation and means closest to five have the least impact on motivation. Incentives with means between 2.5 and 3.5 are considered to have little impact on motivation. Table 4.7 ranks current incentives from the most to the least effective in motivating recruiters to meet or exceed goal.

Current Incentives That Motivate Recruiters to Meet Mission	Mean Value	Current Incentives That Motivate Recruiters to Exceed Mission	Mean Value
Gold Badge	2.6977	Gold Badge	2.8164
Gold Star	2.8559	Gold Stars	2.9280
Recruiter Ring	2.9111	Recruiter Ring	2.9280
Sapphire Stars	2.9549	Sapphire Stars	3.0071
Glen E. Morrell Award	3.1961	Glen E. Morrell Award	3.2186

Table 4.7 Ranking of Current Incentives from Most to Least Effective

Overall, current awards have a slightly greater impact on motivation to meet than on motivation to exceed mission, however the mean values of all current awards fall between 2.5 and 3.5 which indicates that, for the most part, they have little significant impact on recruiter motivation.

3. Most Effective Proposed Incentives

To answer the secondary research question regarding what new incentives USAREC could offer to positively affect recruiter motivation to meet or exceed mission, proposed incentives were ranked according to their mean value. Table 4.8 ranks proposed incentives from the most to the least effective in motivating recruiters to meet or exceed goal.

Proposed Incentives That Motivate Recruiters to Meet Mission	Mean Value	Proposed Incentives That Motivate Recruiters to Exceed Mission	Mean Value
Time-off	1.9111	Time-off	1.9238
Follow-on Assignment	1.9323	Follow-on Assignment	1.9873
Family Support Incentives	2.1157	Meritorious Promotion	2.1932
Meritorious Promotion	2.1890	Family Support Incentives	2.2722
No Sliding Window	2.2976	No Sliding Window	2.2976
Cash Bonus	2.3159	Cash Bonus	2.3329
Choice of New MOS	2.4654	Choice of New MOS	2.4739
Team Based Awards	2.5472	Team Based Awards	2.5938
Peer Based Award System	2.7955	Peer Based Award System	2.8378
Medals	2.9041	Medals	2.9478
Easier to Achieve Awards	2.9718	Easier to Achieve Awards	2.9591

Table 4.8 Ranking of Proposed Incentives from Most to Least Effective

Proposed awards appear to have a greater impact on motivation to meet goal than on motivation to exceed, however, on average, proposed awards seem to be better at impacting recruiter motivation than current awards. Few mean values of the proposed awards are above 2.5, whereas all of the current awards have mean values greater than 2.5. From the above ranking, it appears as though time-off, choice of follow-on assignment, meritorious promotion and family support incentives, if offered by USAREC, would have the most positive affect on increasing recruiter motivation to meet and exceed mission.

4. Impact of Incentives on Various Demographic Groups

To answer the secondary research questions regarding whether or not incentives effect motivation differently for various demographic groups, the data were separated into two groups. The groups consisted of Cadre (79R) verses non-Cadre recruiters and volunteers for recruiting duty verses non-volunteers. The first group consisted of 150 (22.3 percent) Cadre recruiters and 523 (77.7 percent) non-Cadre recruiters. The second group consisted of 246 (35.9 percent)

volunteers for recruiting duty and 439 (64.1 percent) non-volunteers. Differences in motivation among the groups were compared using the analysis of variance of the mean values (one-way ANOVA). Tables 4.9 through 4.14 show the incentives by category: extrinsic; intrinsic non-task; intrinsic incentives; and by group: current; and proposed; and compares the mean values for each group based on a 95 percent confidence level ($\alpha = .05$). Tables 4.9 through 4.11 display the ANOVA results for motivation to meet mission and Tables 4.12 through 4.14 display the ANOVA results for motivation to exceed mission.

Extrinsic Incentives (Motivation to Meet Mission)	Cadre Recruiters (79R)	Non- Cadre Recruiters	p <= .05	Volunteer Recruiters	Non- Volunteer Recruiters	p <= .05
<u><i>Current Awards</i></u>						
Gold Stars	2.685	2.847	.000	2.650	2.904	.000
Gold Badge	2.463	2.715	.001	2.488	2.746	.000
Sapphire Stars	2.560	3.021	.000	2.707	3.048	.000
Recruiter Ring	2.307	3.306	.000	2.618	3.030	.000
Glen E. Morrell Award	2.840	3.260	.000	3.024	3.242	.000
<u><i>Proposed Awards</i></u>						
Medals	2.613	2.929	.000	2.858	2.872	.001
Cash Bonus	2.093	2.350	.031	2.126	2.379	.006
Follow-on Assignment	1.840	1.924	.035	1.825	1.943	.003
New MOS	2.200	2.507	.008	2.228	2.550	.001

Table 4.9 ANOVA Results of Extrinsic Incentive Impact on Motivation to Meet Mission

Intrinsic Non-Task Incentives (Motivation to Meet Mission)	Cadre Recruiters (79R)	Non-Cadre Recruiters	p <= .05	Volunteer Recruiters	Non-Volunteer Recruiters	p <= .05
<i><u>Current Awards</u></i>						
Fear of Rejection	2.793	3.308	.000	3.126	3.217	.000
COC Pressure	3.473	3.811	.001	3.667	3.760	.000
COC Recognition	2.600	2.935	.000	2.801	2.902	.002
<i><u>Proposed Awards</u></i>						
Family Support	1.947	2.111	.000	2.016	2.121	.000
Team Based Awards	2.300	2.568	.000	2.472	2.511	.000
Peer Based Awards	2.653	2.786	.001	2.618	2.840	.000
Team Pressure	2.767	3.325	.000	3.134	3.215	.000
Peer Recognition	2.280	2.692	.000	2.565	2.628	.000
Not Letting Down Team	1.687	2.075	.000	1.980	1.977	.000

Table 4.10 ANOVA Results of Intrinsic Non-Task Incentives on Motivation to Meet Mission

Intrinsic Incentives (Motivation to Meet Mission)	Cadre Recruiters (79R)	Non-Cadre Recruiters	p <= .05	Volunteer Recruiters	Non-Volunteer Recruiters	p <= .05
<i><u>Current Awards</u></i>						
Feedback	3.073	3.055	.003	3.053	3.059	.000
Performance Evaluation	2.387	2.707	.000	2.630	2.642	.001
Re-designation to 79R	2.813	4.111	.000	3.496	4.018	.000
<i><u>Proposed Awards</u></i>						
Input to Award System	3.720	3.807	.412	3.740	3.785	.002
Time-off	1.747	1.891	.000	1.874	1.858	.000
No Sliding Window	2.293	2.239	.000	2.111	2.279	.000
Meritorious Promotion	1.920	2.208	.000	2.020	2.205	.000

Table 4.11 ANOVA Results of Intrinsic Incentives on Motivation to Meet Mission

Extrinsic Incentives (Motivation to Exceed Mission)	Cadre Recruiters (79R)	Non- Cadre Recruiters	p <= .05	Volunteer Recruiters	Non- Volunteer Recruiters	p <= .05
<i><u>Current Awards</u></i>						
Gold Stars	2.698	2.933	.000	2.744	2.966	.000
Gold Badge	2.510	2.853	.000	2.626	2.872	.000
Sapphire Stars	2.587	3.078	.000	2.817	3.068	.001
Recruiter Ring	2.360	3.107	.000	2.724	3.080	.000
Glen E. Morrell Award	2.867	3.281	.000	3.053	3.263	.000
<i><u>Proposed Awards</u></i>						
Medals	2.727	2.954	.000	2.919	2.906	.001
Cash Bonus	2.053	2.382	.011	2.106	2.418	.003
Follow-on Assignment	1.820	2.000	.013	1.841	2.023	.002
New MOS	2.240	2.505	.011	2.228	2.582	.005

Table 4.12 ANOVA Results of Extrinsic Incentive Impact on Motivation to Exceed Mission

Intrinsic Non-Task Incentives (Motivation to Exceed Mission)	Cadre Recruiters (79R)	Non- Cadre Recruiters	p <= .05	Volunteer Recruiters	Non- Volunteer Recruiters	p <= .05
<i><u>Current Awards</u></i>						
Fear of Rejection	2.893	3.363	.000	3.232	3.279	.006
COC Pressure	3.540	3.906	.000	3.776	3.842	.003
COC Recognition	2.607	3.004	.000	2.907	2.984	.034
<i><u>Proposed Awards</u></i>						
Family Support	1.933	2.293	.000	2.179	2.279	.008
Team Based Awards	2.333	2.618	.000	2.484	2.587	.000
Peer Based Awards	2.620	2.847	.000	2.675	2.877	.000
Team Pressure	2.867	3.423	.000	3.240	3.340	.000
Peer Recognition	2.327	2.824	.000	2.695	2.731	.000
Not Letting Down Team	1.873	2.300	.000	2.215	2.185	.000

Table 4.13 ANOVA Results of Intrinsic Non-Task Incentives on Motivation to Exceed Mission

Intrinsic Incentives (Motivation to Exceed Mission)	Cadre Recruiters (79R)	Non- Cadre Recruiters	p <= .05	Volunteer Recruiters	Non- Volunteer Recruiters	p <= .05
<u><i>Current Awards</i></u>						
Feedback	3.073	3.055	.003	3.053	3.059	.000
Performance Evaluation	2.480	2.811	.000	2.736	2.737	.009
Re-designation to 79R	2.927	4.147	.000	3.589	4.048	.000
<u><i>Proposed Awards</i></u>						
Input to Award System	3.720	3.807	.412	3.740	3.785	.002
Time-off	1.753	1.925	.001	1.874	1.902	.002
No Sliding Window	2.293	2.239	.000	2.211	2.279	.000
Meritorious Promotion	1.953	2.203	.000	2.061	2.203	.000

Table 4.14 ANOVA Results of Intrinsic Incentives on Motivation to Exceed Mission

ANOVA results reveal that differences in the motivational effects of the incentives on each group do exist. Overall, Cadre (79R) recruiters reported a higher level of motivation than non-Cadre recruiters. This should not be surprising since Cadre recruiters have chosen recruiting as their primary MOS. It is also predictable that soldiers who did not volunteer for recruiting duty reported that incentives had the least impact on them, of all the groups. This should be of some concern to USAREC since 64 percent of its on-production recruiters did not volunteer for recruiting duty, but were ordered into the assignment.

a. Most Effective Incentives for Cadre (79R) Recruiters

Table 4.15 ranks incentives, current and proposed, that are most effective in motivating Cadre (79R) recruiters to meet or exceed goal. As discussed above, means closest to one have the greatest positive impact on motivation and means closest to five have the least impact on motivation. Incentives with means between 2.5 and 3.5 are considered to have little real impact on motivation.

Incentives That Most Motivate Cadre (79R) Recruiters to Meet Mission	Mean Value	Incentives That Most Motivate Cadre (79R) Recruiters to Exceed Mission	Mean Value
<i>Current Awards</i>		<i>Current Awards</i>	
Recruiter Ring	2.307	Glen E. Morrell Award	1.953
Gold Badge	2.463	Recruiter Ring	2.360
Sapphire Stars	2.560	Gold Badge	2.510
Gold Stars	2.685	Sapphire Stars	2.587
Glen E. Morrell Award	2.840	Gold Stars	2.698
<i>Proposed Awards</i>		<i>Proposed Awards</i>	
Time-off	1.747	Time-off	1.753
Follow-on Assignment	1.840	Follow-on Assignment	1.820
Meritorious Promotion	1.920	Meritorious Promotion	1.953
Cash Bonus	2.093	Cash Bonus	2.053
New MOS	2.200	New MOS	2.240
Team Based Awards	2.300	Team Based Awards	2.333
Medals	2.613	Peer Based Award System	2.420
Peer Based Awards System	2.653	Easier to Achieve Awards	2.727
Easier to Achieve Awards	3.153	Medals	3.133

Table 4.15 Ranking of Incentives by Impact on Motivation for Cadre (79R) Recruiters

Of the currently offered awards, the recruiter ring and Gold Badge seem to be somewhat motivational for Cadre recruiters to meet mission while the remaining current awards appear to have little effect on motivation. Consistent with overall study results, time-off, choice of follow-on assignment, meritorious promotion and cash bonus are the proposed incentives which will have the greatest positive impact on Cadre motivation to meet goal.

To exceed goal, career recruiters are most highly motivated by the Glen E. Morrell Award, followed by the recruiter ring. This is appropriate since the Glen E. Morrell Award and the recruiter ring are the two highest and most challenging rewards to earn for career recruiters. However, the remaining current awards appear to have little effect on Cadre recruiter motivation

to exceed goal. Of the proposed awards, time-off is the number one motivator, closely followed by choice of follow-on assignment, meritorious promotion and the cash bonus.

Overall, proposed awards appear to have more motivational value than current awards for Cadre recruiters. Additionally, incentives on the whole seem to have more of an impact on motivation to meet mission than on motivation to exceed mission. This is consistent with results from the entire sample.

b. Most Effective Incentives for Non-Cadre Recruiters

Table 4.16 ranks incentives, current and proposed, that are most effective in motivating non-Cadre recruiters to meet or exceed goal.

Incentives That Most Motivate Non-Cadre Recruiters to Meet Mission	Mean Value	Incentives That Most Motivate Non-Cadre Recruiters to Exceed Mission	Mean Value
<u><i>Current Awards</i></u>		<u><i>Current Awards</i></u>	
Gold Badge	2.715	Glen E. Morrell Award	2.203
Gold Stars	2.847	Gold Badge	2.853
Sapphire Stars	3.021	Gold Stars	2.933
Recruiter Ring	3.036	Sapphire Stars	3.078
Glen E. Morrell Award	3.260	Recruiter Ring	3.107
<u><i>Proposed Awards</i></u>		<u><i>Proposed Awards</i></u>	
Time-off	1.891	Time-off	1.925
Follow-on Assignment	1.924	Follow-on Assignment	2.000
Meritorious Promotion	2.208	Meritorious Promotion	2.203
Cash Bonus	2.305	Cash Bonus	2.382
New MOS	2.507	New MOS	2.505
Team Based Awards	2.568	Team Based Awards	2.618
Peer Based Award System	2.786	Peer Based Award System	2.847
Easier to Achieve Awards	2.889	Easier to Achieve Awards	2.874
Medals	2.929	Medals	2.954

Table 4.16 Ranking of Incentives by Impact on Motivation for Non-Cadre Recruiters

From the above results, the high mean values for current awards make it apparent that these awards have little impact on non-Cadre recruiter motivation to meet mission. Additionally,

only the Glen E. Morrell Award appears to have any positive motivational impact on non-Cadre motivation to exceed goal.

The results for the proposed awards are again consistent with the overall sample. Time-off is definitely the number one motivator in getting non-Cadre recruiters to meet or exceed goal. Again, this is followed by choice of follow-on assignment, meritorious promotion and cash bonus. However, meritorious promotion appears to have a slightly greater impact on motivation to exceed than on motivation to meet mission.

c. The Most Effective Incentives for Volunteer Recruiters

Table 4.17 rank incentives, current and proposed, that are most effective in motivating volunteer recruiters to meet or exceed goal.

Incentives That Most Motivate Volunteer Recruiters to Meet Mission	Mean Value	Incentives That Most Motivate Volunteer Recruiters to Exceed Mission	Mean Value
<u><i>Current Awards</i></u>		<u><i>Current Awards</i></u>	
Gold Badge	2.488	Gold Badge	2.626
Recruiter Ring	2.618	Recruiter Ring	2.724
Gold Stars	2.650	Gold Stars	2.744
Sapphire Stars	2.707	Sapphire Stars	2.817
Glen E. Morrell Award	3.024	Glen E. Morrell Award	3.053
<u><i>Proposed Awards</i></u>		<u><i>Proposed Awards</i></u>	
Follow-on Assignment	1.825	Follow-on Assignment	1.841
Time-off	1.874	Time-off	1.874
Meritorious Promotion	2.020	Meritorious Promotion	2.061
Cash Bonus	2.126	Cash Bonus	2.106
New MOS	2.228	New MOS	2.228
Team Based Awards	2.472	Team Based Awards	2.484
Peer Based Award System	2.618	Peer Based Award System	2.675
Medals	2.858	Medals	2.878
Easier to Achieve Awards	2.886	Easier to Achieve Awards	2.919

Table 4.17 Ranking of Incentives by Impact on Motivation for Volunteer Recruiters

The above results indicate that current awards have little impact on volunteer's motivation to meet or exceed mission. Only the gold badge falls above the 2.5 mean value cut-off for effectiveness in motivating volunteers to meet goal, but only marginally.

Interestingly, choice of follow-on assignment is more important for volunteers than time-off for its motivational impact on meeting and exceeding mission. However, the top four most effective incentives remain the same: choice of follow-on assignment, time-off, meritorious promotion and the cash bonus. The cash bonus appears to have slightly more impact in motivating volunteers to exceed mission than meet mission.

d. The Most Effective Incentives for Non-Volunteer Recruiters

Table 4.18 rank incentives, current and proposed, that are most effective in motivating volunteer recruiters to meet or exceed goal.

Incentives That Most Motivate Non-Volunteer Recruiters to Meet Mission	Mean Value	Incentives That Most Motivate Non-Volunteer Recruiters to Exceed Mission	Mean Value
<u><i>Current Awards</i></u>		<u><i>Current Awards</i></u>	
Gold Badge	2.746	Gold Badge	2.872
Gold Stars	2.904	Gold Stars	2.966
Recruiter Ring	3.030	Sapphire Stars	3.068
Sapphire Stars	3.048	Recruiter Ring	3.080
Glen E. Morrell Award	3.242	Glen E. Morrell Award	3.263
<u><i>Proposed Awards</i></u>		<u><i>Proposed Awards</i></u>	
Time-off	1.858	Time-off	1.902
Follow-on Assignment	1.943	Follow-on Assignment	2.023
Meritorious Promotion	2.205	Meritorious Promotion	2.203
Cash Bonus	2.379	Cash Bonus	2.418
New MOS	2.511	New MOS	2.582
Team Based Awards	2.550	Team Based Awards	2.587
Peer Based Award System	2.840	Peer Based Award System	2.877
Medals	2.872	Medals	2.906
Easier to Achieve Awards	2.970	Easier to Achieve Awards	2.950

Table 4.18 Ranking of Incentives by Impact on Motivation for Non-Volunteer Recruiters

The above results indicate that current awards have little impact on non-volunteer's motivation to meet or exceed mission. None of the current awards have a mean value that falls above the 2.5 mean value cut-off for effectiveness in motivating non-volunteers to meet goal.

Of the proposed awards, the top four most effective incentives remain the same: time-off, choice of follow-on assignment, meritorious promotion and cash bonus. Non-volunteers appear to have the lowest mean value scores for all the groups. Again, this may be of some concern since approximately 64 percent of recruiters are non-volunteers.

C. SUMMARY RESULTS OF CLOSE-ENDED RESPONSES

In summary, it appears that current awards have little reported impact on recruiter motivation regardless of demographic group. Proposed awards appear to have greater impact on motivating recruiters to meet and exceed goal, however these incentives are, for the most part, better at increasing motivation to meet mission rather than motivation to exceed mission. The top incentives that recruiters, as a whole, would like to see offered by USAREC are time-off, choice of follow-on assignment, meritorious promotion, cash bonus and family support incentives. Those incentives that have a definite negative impact on recruiter motivation are pressure from the chain of command, and feeling as if they have little or no input to the incentive system. The ability to re-designate to Cadre (79R) recruiter is also not motivating to the vast majority of respondents. This may be due to the fact that most respondents (64.1 percent) did not volunteer for recruiting duty.

D. RECRUITER RESPONSES TO OPEN-ENDED QUESTIONS

The ten (10) open-ended questions were designed to solicit the unprompted response of recruiters regarding what type of incentives they would like to see implemented by USAREC and the various subordinate command levels. Of the 709 survey respondents, approximately 400

recruiters responded to the majority of the open-ended questions. Those who did not respond to at least half of the questions were eliminated from the tabulation of the results. The responses were then categorized into 17 different categories and tabulated according to frequency of response. Validation of the categorization of the responses was performed by two Navy Lieutenants, students at the Naval Postgraduate School, who were given 25 surveys each and asked to put the responses into a given category. A 97 percent accuracy rate was achieved by this method since both individuals were able to assign all but two responses into the pre-assigned categories without question or difficulty. Common responses were categorized as follows:

Time-off – Those who responded that they wanted time-off in any form including weekends off, four-day workweek, next day off after mission box, etc.

No Sliding Window – Those who responded that they would like to see USAREC eliminate or extend the sliding window for achieving awards beyond the six-month time constraint so that accumulated points are not lost.

Family Events – Those that responded that they would like to see incentives that included family members like dinners, movie tickets, sporting event tickets, picnics, vacation packages, etc.

Shorter Tours – Those who responded that early release should be granted for those who consistently meet mission or those that responded that recruiting tours should not be three years in length.

Mission Reduction – Those who responded that goals should be more equitably distributed among the various demographic areas and those who responded that recruiters should receive individual mission reductions in the month following one where they achieved mission box or exceeded mission box.

Cash – Those who responded that they would like to receive cash bonuses for enlistment contracts, would like to have their special duty assignment pay increased or would like to see an increase in the savings bond incentive program.

Higher Point Values – Those who responded that they would like mission box to be worth more than 50 points or those who responded that they would like to see various recruit categories worth higher point values to make awards easier to achieve.

Choice of Follow-On Assignment or Choice of New MOS – Those who responded that they would like to be able to choose their follow-on assignment or choice of training school after completion of recruiting duty. This also included all Cadre (79R) recruiters who would like to be able to choose which station or brigade they would be assigned to next.

Promotion – Those who responded that they would like to see more opportunities for meritorious promotion for meeting or exceeding mission box.

Current Awards – Those who responded that they are motivated by any of the current awards offered by USAREC or would like to see them implemented at the lower level commands.

Medals – Those who responded that they would like to receive Army Achievement Medals or Army Commendation Medals awarded for superior recruiting performance.

Team Awards – Those who responded that they preferred the Success 2000 program or would like to see a team-based awards system implemented vice the current individual awards system.

New Cars – Those that responded that they would like to see the top recruiters receive new cars as a reward for superior performance.

Self-Motivation – Those who responded that they are motivated by self-motivation only and that incentives have no impact on their motivation.

Other – Those who responded that they would like to see awards like gym memberships, Army sweat suits, jackets, hats and other trinkets awarded.

Leadership – Those that responded that they would like to see less pressure from the chain of command, more recognition and support from their superiors, more adequate training, and less “humiliation” tactics for those who miss mission, etc.

Survey respondents were asked to provide their input on what types of incentives they would prefer to see implemented by USAREC and the subordinate command levels. NEWSTAT refers to the incentives recruiters would like to see implemented at the station level. NEWCOMP refers to the incentives recruiters would like to see implemented at the company level. NEWBATT refers to the incentives recruiters would like to see implemented at the battalion level. NEWBRIG refers to the incentives recruiters would like to see implemented at the brigade level and NEWHQ refers to the incentives recruiters would like to see implemented at the national (USAREC) level. The responses to the open-ended questions were tabulated based on the previously identified categories. Table 4.19 displays the distribution of nearly 400 recruiter responses to questions 2-6.

Type of Incentive	NEWSTAT	NEWCOMP	NEWBATT	NEWBRIG	NEWHQ
Time-Off	216	192	141	124	88
No Sliding Window	10	8	7	9	17
Family Support Events	9	19	20	26	12
Shorter Tours	8	5	4	8	24
Mission Reduction	13	15	19	19	15
Cash	27	23	35	34	62
Higher Point Values	7	5	5	5	16
Assignment/New MOS	4	3	3	7	26
Promotion	1	1	2	4	12
Current Awards	6	13	15	11	6
Medals	8	14	24	15	8
Team Awards	2	0	0	0	3
New Cars	0	0	0	0	0
Self-Motivation	2	4	3	2	3
Other	10	12	25	19	14
Leadership	14	15	25	21	13
Did Not Respond	371	370	381	405	389

Table 4.19 Frequency of Responses to Open-ended Questions 2-6

Survey respondents were asked to provide their input on which of the current and proposed incentives they would prefer to see implemented by USAREC. CURMOSTM refers to the current incentive that most motivates recruiter to meet mission. CURMOSTX refers to the current incentive that most motivates recruiter to exceed mission. NEWMOSTM refers to the new or proposed incentive that recruiters feel would motivate them most to meet mission and NEWMOSTX refers to the new or proposed incentive that recruiters feel would motivate them most to exceed mission. The responses to the open-ended questions were tabulated based on the previously identified categories. Table 4.20 displays the number of responses to questions 7-10 for nearly the 400 recruiters.

Type of Incentive	CURMOSTM	CURMOSTX	NEWMOSTM	NEWMOSTX
Time-Off	132	111	131	122
No Sliding Window	0	0	12	7
Family Support Events	1	0	6	4
Shorter Tours	6	3	17	20
Mission Reduction	1	0	12	11
Cash	2	2	62	71
Higher Point Values	2	6	7	6
Assignment/New MOS	1	2	14	13
Promotion	5	6	13	15
Current Awards	47	44	4	4
Medals	0	0	7	9
Team Awards	5	1	3	1
New Cars	0	0	0	1
Self-Motivation	80	58	8	7
Other	3	2	6	6
Leadership	24	17	18	19
Did Not Respond	399	457	389	393

Table 4.20 Frequency of Responses to Open-ended Questions 7-10

Responses to the open-ended questions reveal that time-off is, by far, the preferred incentive at all levels of command. Time-off is followed by cash bonus, leadership, shorter tours of duty and choice of follow-on assignment or MOS.

Figures 4.1 and 4.2 illustrate the open-ended results regarding the incentives that recruiters would prefer to have implemented by USAREC to impact recruiter motivation to meet and exceed mission.

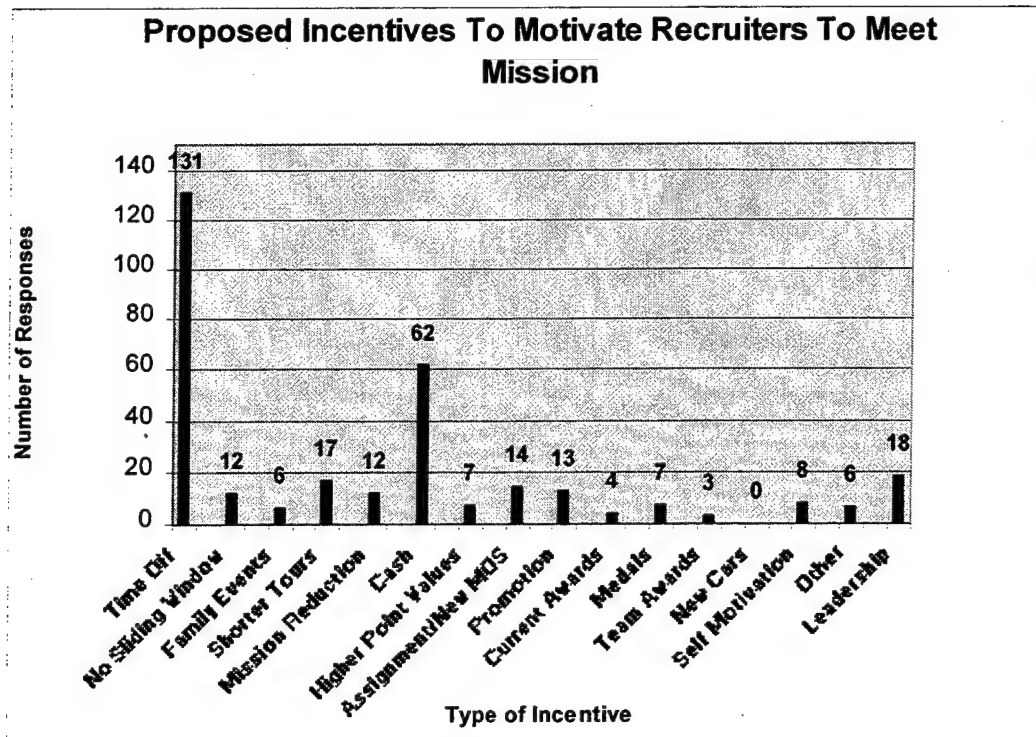


Figure 4.1 Frequency Chart of Recruiter Input to Improve Incentives to Meet Mission

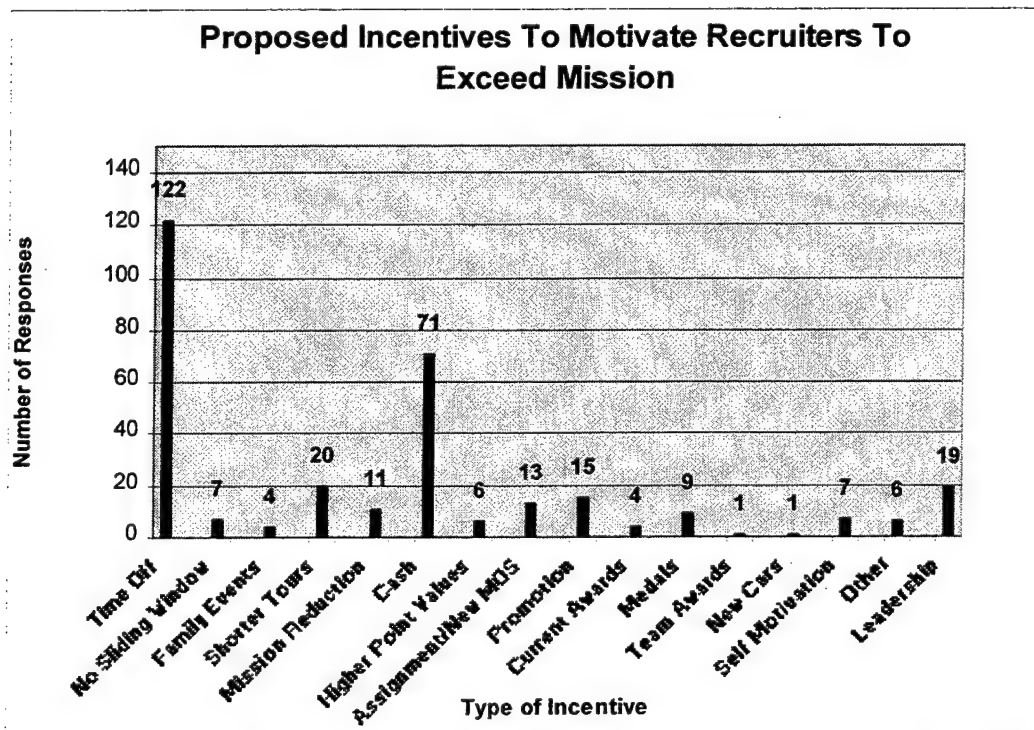


Figure 4.2 Frequency Chart of Recruiter Input to Improve Incentives to Exceed Mission

E. SUMMARY RESULTS OF OPEN-ENDED RESPONSES

In summary, time-off is overwhelmingly the number one motivator for meeting and exceeding goal. Time-off is followed by cash bonus, shorter tours, leadership, choice of follow-on assignment or MOS and meritorious promotion. These results appear to be commensurate with the close-ended results in that time-off, cash, follow-on assignment and meritorious promotion are the strongest positive incentives. However, after time-off, cash appears to be the next most motivational incentive. The impact of shorter tours of duty cannot be fully realized since it was not included as a variable in the close-ended questions of the survey. However, leadership and the desire for training and more positive forms of recognition and approval can be linked to the recruiter's feeling overly pressured by the chain of command to meet and exceed goal as measured by the variables COCPRESM and COCPRESX. Recruiter input regarding chain of command pressure was extremely negative and few were motivated by this incentive.

Again, it appears as though current awards have little impact on recruiter motivation. Proposed awards appear to have greater impact on motivating recruiters to meet and exceed goal, however these incentives are, for the most part, better at increasing motivation to meet than motivation to exceed mission.

With regard to the proposed incentives, many recruiters took the time to provide their input regarding the current recruiting environment and how these incentives could help improve it. Below are several quotes from various recruiters regarding the proposed incentives:

Time-off

"The one incentive which I feel would be most motivating is time-off for a job well done. Something as simple as the next duty day off after box might suffice."

"I believe we have a lot of overtired, overstressed NCO's out here who feel like they never get a chance to catch their breath."

"We're being totally burned out. We can't get our leave approved, we can't spend time with family and friends. We've got to be able to get out of the office."

"If we continually pound away at recruiters demanding more and more out of them, we are only going to compound the problem. We can only expect so many hours out of them before they start just going through the motions and quitting on us."

"I would love to have time off to have a life! What little time off I have is spent paying bills, doing maintenance on cars or house or trying to squeeze 1-2 hours during the week to see my family."

"No place else in the Army will you find people putting in the punishing hours or missing as many significant family events. I am one of the lucky ones who has an understanding wife and kids who understand that I would rather spend time with them than at work."

Cash

"Instead of proficiency pay of \$375.00, base recruiter pay by net contract. For example \$200.00 for a GSA, \$125.00 for a volume contract. I would venture to say that production would go up."

"Increase the special pay, it's hard to make a living out here!"

"You want me to exceed mission? Give me money and lots of it!"

"I think the current \$1000 award for top recruiter in USAREC is destined for a very few who have had a good year and are in a good market. That award is out of reach for most of us and I don't think it will impact recruiting motivation much. If you want to instill motivation with money, then make recruiter pay dependent on making mission."

"Offering money to perform is in bad taste and I think the media would have plenty to say if we started doing that."

"If you offer things such as cash bonuses, all you'll get is more improprieties."

Shorter Tours

"You are out here for three long, hard years. Shorten the tours or decrease the stress."

"I feel it is too long an assignment. The typical trend of a recruiter is to be highly motivated and successful the first year, plateau the second, and be on a downslide the last year. After one year your initial drive wears out, during the second you're burned out, and by the third you're quietly counting the days hoping you can survive."

"After a detailed recruiter enlists a certain number of contracts, they should have the

option to go back to [the field] prior to completion of 36 months."

Follow-on Assignment

"Assignment of choice is a very good idea. I think assignment of choice upon successful completion of recruiter duty should be given as an incentive to solicit volunteers for recruiting duty."

"The biggest drive I had was being told by my battalion commander that if I took my station to the top, I could write my own ticket as far as location. After 18 months, I took that station to the top."

"I would feel more driven to exceed in this assignment if I could get the guarantee from USAREC that when I leave I could have a guaranteed next assignment, whether it's an airborne slot or Ranger slot or a seat at a military school."

"[Have a policy that allows] any recruiter/soldier who gets their gold badge or better within 24 months to receive a DA school slot, like airborne or air assault, regardless of primary MOS, or choice of next duty location (world wide)."

Leadership

"I deserve a quality leader to provide direction and motivation. It's not happening."

"Just a simple "Good Job" would work!"

"I feel that USAREC is too negative. I hear more negative stuff on a daily basis than I have in my entire career. I'm sure that there are certain individuals that aren't trying, but I also feel that the chain of command forgets how hard it can be to recruit and they are blind to the time that we live in."

"We have to let the recruiting force know that we believe they are doing their best. The continual beatings for all but the superheroes have to stop now! Too many good NCO's have been ruined out here."

"USAREC has always treated recruiter's [poorly]. I would like to see them get the respect they deserve. This is the hardest job in the Army, a little positive motivation would be great. I have experienced mostly negative, hateful, vindictive attitudes by my superiors."

"Regardless of the incentive I want to meet or exceed mission. The problem is the constant negative environment recruiters work in day to day."

F. LIMITATIONS OF THE DATA AND DATA ANALYSIS

The survey was originally designed to create two separate dependent variables so that regression analysis could be performed. However, several problems with the data set resulted in the study's inability to perform the regression analysis and the subsequent hypothesis tests.

1. Problems with the Dependent Variables

The first dependent variable, **MOTM**, was designed to measure the extent to which incentives motivate recruiters to meet their mission box. The second dependent variable, **MOTX**, was designed to measure the extent to which incentives motivate recruiters to exceed their mission box.

The structure of the survey resulted in weak dependent variables that were not very correlated with the independent variables. Correlation analysis revealed that many of the independent variables were very highly correlated with each other, more so than with the dependent variables.

Regression functions are designed to measure the effect of the independent variables (incentives) on a dependent variable (recruiter motivation to meet or exceed mission box) by explaining the amount of variance in the dependent variable. In order for regression analysis to provide useful, quantitative results, the independent incentive variables should be designed to explain more of the variance in motivation to meet or exceed mission. This is extremely important because the main assumption of linear regression is that variation in the dependent variable (motivation) depends on or is caused by the independent variables (incentives).

However, because the independent variables explained more of the variance in one another, rather than in the dependent variable, the impact of the incentive variables could not be properly estimated with linear regression techniques because a causal relationship could not be established

between the independent and dependent variables. Using linear regression would result in the under-estimation of the independent variables' true impact on the dependent motivation variables.

In an attempt to eliminate the problem of multi-collinearity among the variables, factor analysis techniques were employed. Factor analysis eliminates the correlation among the variables by assigning them into "common" factors that are uncorrelated with each other and any remaining "unique" variables that are not assigned to a factor (SAS Institute, Inc., 1998).

Unfortunately, problems with skewness and truncation caused the factors to underestimate the true impact of the common factors on motivation to meet or exceed mission. As a result, linear regression with factor analysis was not a practical method for answering the research questions.

2. Skewness and Truncation of the Variables

Further analysis of the data set revealed problems of skewness and truncation of many of the variables. Both of the dependent variables and all of the proposed incentive variables are not normally distributed about the mean. Most of these variables (time-off, follow-on assignment, cash bonus, etc.) are skewed to the left indicating that they have an overly positive impact on motivation to meet and exceed mission. However some appear to be right skewed (re-designation to Cadre (79R) recruiter, pressure from the chain of command, input to the incentive system) indicating that they have an overly negative impact on motivation to meet and exceed goal. While skewness in itself does not eliminate the ability to use linear regression techniques, the variables that were skewed were also truncated.

Truncation occurs often with survey data when the respondents are limited in their range of responses to a particular survey question. Since this study used a five-point Likert scale, it

converted the variables from continuous random variables to discrete variables. The problem with truncation occurs when respondents who, if given the opportunity, would have assigned a higher value than one, or a lower value than five, to these incentives. However, since they were limited in the response that they could assign each variable, the impact of the incentive is underestimated and the distribution of the variable is no longer normally distributed. While expanding the survey responses to a seven or ten-point scale would not have necessarily eliminated the problem with truncation, it might have possibly resulted in a more normal distribution of the responses about the mean for the truncated variables.

Since the data are no longer normally distributed, linear regression techniques cannot be employed since a primary assumption of linear regression is normality.

In an attempt to solve the linear regression problem, the study tried to employ logistic regression techniques by re-coding all of the variables to values of zero (0) or one (1). The author hoped that by using logistic regression, the effects the incentives have when a recruiter moves from being unmotivated (0) to motivated (1) could be measured. Unfortunately, the problem of truncation still resulted in under-estimation of proposed incentives on motivation. Additionally, logistic regression does not eliminate the previous problem with multi-collinearity among the variables.

3. Hypothesized Relationships

This study attempted to hypothesize the relationships between incentives and motivation by using the dependent variables, MOTM and MOTX, as measures of how a recruiter's motivation to meet or exceed mission changes with the addition of different incentives. To that end, three hypothesized relationships were developed:

1. Extrinsic rewards have little or no effect on recruiter motivation to meet or exceed mission box.
2. Intrinsic non-task rewards have a positive, yet small effect on recruiter motivation to meet or exceed goal.
3. Intrinsic task-related rewards have a positive and significant effect on recruiter motivation to meet or exceed mission box.

Overall, the expectation was that the variables categorized as intrinsic rewards would have the greatest positive effect on recruiter motivation, followed by intrinsic non-task rewards with extrinsic rewards showing the least positive effect on motivation. Although regression techniques and hypothesis test procedures were not feasible in this study due to the nature of the data set, the comparisons of the mean values and the use of ANOVA techniques appear to have confirmed the relationships the study expected to find. Comparison of the grand mean values for each type of award revealed that intrinsic incentives have the most positive impact on recruiter motivation both to meet and exceed mission. Beyond that, extrinsic rewards appear to have a slightly greater impact on motivation to meet goal over intrinsic non-task "membership" awards, but "membership" awards have a greater impact on motivating recruiters to exceed mission. Thus, the hypothesized relationships have been empirically supported.

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V. CONCLUSIONS AND RECOMMENDATIONS

A. INTRODUCTION

Chapter V provides the results of the data collected from the 709 respondents of the Recruiter Incentive Survey. The results are used to answer the primary and secondary research questions posed in Chapter I. Results were also used to establish empirical support for a direct link between intrinsic motivation and improved performance as addressed in Thomas and Jansen's Integrative Model of Intrinsic Task Motivation (Thomas and Jansen, 1996).

B. THE MOTIVATIONAL EFFECT OF INCENTIVES

1. Recruiter Motivation to Meet and Exceed Mission

The majority of on-production, enlisted Army recruiters in the sample are motivated apparently to meet and exceed their mission box. Of the 709 survey respondents, 78.8 percent are motivated to meet mission and 60.3 percent are motivated to exceed mission. These percentages serve as a baseline measure of recruiter motivation without the influence of particular incentives. According to a thesis completed by Starkey (1999), a large factor in recruiter motivation to meet or exceed mission appears to come from the individual's own self-motivation. Many survey respondents indicated through the open-ended questions that their own inner desire to succeed, not incentives, is what motivates them to meet or exceed mission.

Below are some of the responses received from survey participants.

"I do this job because I am a soldier and this is what's required of me. I also do it out of the personal satisfaction I receive out of helping a young man or women better their life by joining the Army. I do not do the job for Gold Stars, savings bonds, or any of that stuff. Incentives are nice, but they should be a reward for a job well done not an inducement to do your job in the first place."

"My motivation has not come from current incentives. My motivation comes from our NCO creed and a desire to be successful."

"If an NCO does what he is supposed to do he will receive whatever he has earned. If you work hard and make mission box, you have done your job. If you work hard and don't make mission box, you have also done your job."

"Earning awards does not motivate recruiters to make mission. Being a good NCO motivates recruiters."

"Incentives don't motivate me to meet mission, it's personal pride."

However, while recruiters are generally motivated to meet and exceed mission, the reality is that the majority of recruiters are missing their monthly goals and the Army is expected to fall short of meeting its annual manning requirements by nearly 8,000 soldiers in Fiscal Year 1999. While incentives may not be the only answer, it appears as though there is room for some improvement in the current incentive system.

2. The Motivational Impact of Current Incentives

Based on the results of this study, current incentives, including Gold Stars, Gold Badges, Sapphire Stars, recruiter rings and the Glen E. Morrell award, were reported to have little impact on recruiter motivation to meet or exceed mission. Mean values of all these awards are (2.8559, 2.6977, 2.9549, 2.9111, 3.1961, respectively to meet mission and 2.9280, 2.8164, 3.0071, 2.9788, 3.2186, respectively to exceed mission) above 2.5 on a five-point scale, indicating that they are not effective in motivating recruiters. Of the current awards, the recruiter ring has the greatest positive impact on Cadre (79R) recruiters' motivation to meet and exceed mission, followed by the Glen E. Morrell Award. Current awards have little significant impact on motivation to meet or exceed mission for the remaining groups.

3. The Motivational Impact of Proposed Incentives

Proposed incentives include time-off, choice of follow-on assignment, family support incentives, meritorious promotion, cash bonus, new MOS, medals, team awards, peer-based

award system, elimination of the sliding window and awards that are easier to achieve. Overall, these awards have a greater impact on recruiter motivation to meet and exceed goal though not all of the proposed awards have a positive impact on motivation.

Medals, awards that are easier to achieve and the peer-based award system appear to have little effect on recruiter motivation. Mean values for these incentives are close to 3.0, indicating little or no contribution to positive motivation.

In order of importance, time-off, choice of follow-on assignment, family support incentives, meritorious promotion and cash bonus have the greatest impact on recruiter motivation. Time-off, overwhelmingly has the greatest impact of all the proposed incentives in motivating recruiters to meet and exceed goal. Time-off is equally motivating to all groups, Cadre, non-Cadre, volunteers and non-volunteers. However, choice of follow-on assignment is slightly more motivational to volunteer recruiters than any other group. On the whole, proposed incentives are better at motivating recruiters to meet, rather than exceed mission box. Still, mean values for these incentives fall below the 2.5 cut-off for both meet and exceed variables, indicating positive contribution to motivation.

4. Incentives with Negative Impact on Recruiter Motivation

Recruiters feeling as if they have little input to the incentive system and pressure from the chain of command have a definite negative impact on recruiter motivation to meet or exceed mission. Survey respondents ranked input to the incentive system lowest of all the incentives, indicating their displeasure with the amount of input they feel they have regarding mission assignment and the incentive system. However, pressure from the chain of command consistently ranked lowest amongst the incentives when recruiters were split into groups. As evidenced by their comments regarding leadership in Chapter IV, recruiters are displeased by the

amount of pressure they feel they are receiving from the chain of command to meet or exceed mission. In addition to lack of input and chain of command pressure, the ability to re-designate to Cadre (79R) recruiter also has little motivational value for recruiters, except Cadre recruiters themselves.

C. INCENTIVES AND INTRINSIC TASK MOTIVATION

1. Survey Results and Model Implications

Results from the analysis of the survey data, through the method of mean value comparison, indicated that intrinsic incentives had the greatest impact on recruiter motivation to meet and exceed goal. While not all of the intrinsic incentives had a positive impact on recruiter motivation, as a whole, these incentives fared better than the extrinsic and intrinsic non-task incentives in terms of their impact on recruiter motivation to meet and exceed mission. Time-off, meritorious promotion, and the elimination of the sliding window ranked consistently in the top five proposed incentives and all had means that fell below 2.5, indicating strong contribution to motivation. The mean for performance evaluations and feedback were above 2.5 indicating that receiving good performance evaluations and feedback on one's performance in relation to peers have little impact on recruiter motivation. However, the mean value for input, 3.8, indicated that recruiters were unhappy with the current level of input they felt they had to the incentive system. In contrast, many of the extrinsic and intrinsic non-task incentives had means above 2.5, indicating they had little or no impact on recruiter motivation to meet or exceed mission.

2. Strategic Benefits of Intrinsic Task Motivation

In their report, *"Intrinsic Motivation in the Military: Models and Strategic Importance,"* Thomas and Jansen (1996) state that there is a strategic benefit to be gained by instilling intrinsic

motivation in military personnel. The benefit is gained through an individual's improved decision-making behavior, referred to as "self-management."

In their Integrative Model of Intrinsic Task Motivation, they identified four distinct intrinsic rewards that individuals receive from performing a task. They are choice, competence, meaningfulness and progress. These four intrinsic rewards result in two outcomes: a sense of accomplishment and a sense of opportunity. Competence and progress are measures of accomplishment that determine "how well one is performing task activities and attaining the task purpose, respectively." Choice and meaningfulness are measures of opportunity that determine how much one is able to "use one's own judgement and pursue a worthwhile purpose, respectively." (Thomas and Jansen, 1996)

In this study, the Integrative Model of Intrinsic Task Motivation model was used to examine the relationship between the various types of incentives; extrinsic, intrinsic non-task and intrinsic, on recruiter motivation to meet or exceed mission. From these relationships, the model is designed to provide a compelling argument for the benefits that USAREC can derive from increasing intrinsic motivation in its recruiters through the use of intrinsic incentives in its reward system. To that end, the study corroborates the theory that intrinsic incentives are far more important for impacting recruiter motivation to meet or exceed mission than extrinsic incentives.

In Chapter III of this study, intrinsic rewards were identified to be input, feedback, performance evaluations, meritorious promotion, time-off, elimination of the sliding window and re-designation to Cadre (79R) recruiter, in accordance with Thomas and Jansen's (1996) definition of intrinsic rewards.

By allowing recruiters to provide their input on setting individual mission requirements and establishing the incentive program, they will feel a sense of meaningfulness that they are committing to a worthwhile purpose and that their actions matter in the larger scheme of things (i.e., meeting annual recruiting requirements). This sense of meaningfulness and commitment enables recruiters to align their own values and goals, which is to be successful at their jobs, to the organization's values and goals, which is to be successful at attaining its assigned manpower requirements. Recruiters who feel a sort of personal responsibility for meeting not only their own recruiting goals, but USAREC's annual recruiting goals can be trusted to "stay the course" with minimal external management, identified in this study as pressure from the chain of command (Thomas and Jansen, 1996, p. 18).

A recruiter's sense of competence and progress results from providing them with honest feedback on their progress in relation to other recruiters, giving them positive performance evaluations for accomplishing difficult tasks, meritoriously promoting them for continued superior performance, and giving them the opportunity to become a "career" recruiter (79R). Feelings of competence and progress allow recruiters to adjust their performance as needed and select activities that will work best in each situation. It also serves to strengthen their resolve and commitment to the overall purpose, meeting mission (Thomas and Jansen, 1996, p. 18).

The ability to take time-off lends to a recruiter's sense of choice. Choice involves the opportunity for recruiters to schedule their work and organize their environment in a manner that enables them to best accomplish their mission. It allows recruiters to "exercise their best judgement" when choosing whom to work with, how to schedule their work, and how to organize their environment (Thomas and Jansen, 1996, p. 18). Additionally, elimination of the six-month sliding window and having the opportunity to take time-off from work may also lend

itself toward a recruiter's sense of progress toward meeting or exceeding mission box. As long as recruiters feel that taking time off will not hinder them from actually meeting or exceeding their assigned goals, they will feel that progress toward that end is being made.

Commensurate with the Integrative Model for Intrinsic Task Motivation, the extent to which a recruiter: commits to meeting and/or exceeding mission box, chooses the activities he or she will engage in to accomplish that mission, and can monitor his or her activities towards goal attainment, determines the strength of his or her intrinsic motivation to meet and exceed mission. Results from data analysis revealed that intrinsic incentives, by far, have the strongest, most positive impact on recruiter motivation to meet and exceed mission. In summary, USAREC and the Army can likely benefit from implementing these types of incentives into their reward system, particularly when recruiters believe they have more choice, competence, meaningfulness and progress in their efforts to meet and exceed mission.

3. The Benefits of Instilling Intrinsic Motivation

Implementing these intrinsic incentives may improve the decision-making behavior of the recruiting force, referred to by Thomas and Jansen (1996) as "self-management." Self-management empowers recruiters to choose activities congruent with Army recruiting goals. Quality and competence are enhanced because they are derived internal to each recruiter. Additionally, commitment stems from self-direction toward the organization's goals. Monitoring progress shifts in the direction of self-comparisons with other recruiters. These various behaviors "parallel the elements of intrinsic motivation" which are choice, meaningfulness, competence and progress (Thomas and Jansen, 1996). The extent to which an individual is intrinsically motivated directly impacts performance. "The inner experiences of intrinsic

motivation, which are inherently rewarding to the individual, then serve to reinforce or energize continued self-management behavior." (Thomas and Jansen, 1996)

Other benefits which USAREC can potentially gain by increasing intrinsic motivation in its recruiters include increased activity, concentration, initiative, flexibility and resiliency to adapt to a changing environment on the individual level, and increased flexibility, adaptation, responsiveness and innovation at the unit and organizational levels (Thomas and Jansen, 1996).

Currently, USAREC may be relying too heavily on management directed compliance concerning its recruiters. This statement is derived from direct quotations provided by recruiters in the open-ended section of the Recruiter Incentive Survey. Comments on leadership practices occurring at various command levels were often markedly negative. If, as indicated, leadership practices are not conducive to motivating recruiters, then modifications could be made to reduce command pressure on recruiters, thereby allowing recruiters the space and trust they need to excel.

Behavioral scientists often support the view that intrinsic factors are critical to sustained individual motivation and performance. Thus, Thomas and Jansen conclude with their model that, "as an organization relies less on micro-management and compliance, and requires more judgement, commitment and self-management from its personnel, the intrinsic motivation of workers becomes a more important factor in performance." (Thomas and Jansen, 1996) For USAREC and Army readiness, instilling intrinsic motivation in the recruiting force is a strategic issue. If USAREC is to improve its ability to meet annual requirements, this study recommends prompt and thorough revamping of the incentive system to capitalize on the power of intrinsic motivation.

D. RECOMMENDATIONS

This study has provided valuable insight into what incentives really matter to Army recruiters. Additionally, it has shown the importance of increasing intrinsic motivation in military personnel. The author is recommending a systematic approach to revamping the incentive system. Adding a few "perks" like choice of follow-on assignment, cash bonuses or family support incentives may have limited positive effect unless the recruiter believes that a true shift towards self-management is occurring. In summary, empirical evidence supports the need to implement incentives that enhance self-managing behaviors. The aggregate effect of instilling intrinsic motivation in each recruiter will ultimately result in satisfied (or more importantly, exceeded) mission requirements and potentially significant cost savings through increased levels of individual performance. To this end, the following incentive program recommendations are made to the Army Recruiting Command to enhance and possibly transform its current award system:

- 1. Implement a time-off policy that rewards recruiters for meeting and exceeding mission box and enables recruiters to set their own work schedules without pressure from the chain of command to conform to set work hours (to instill a sense of choice and progress).**
- 2. Implement an incentive policy that enables recruiters who volunteer for recruiting duty to choose their follow-on assignment upon completion of their tour (to entice more soldiers to volunteer for recruiting duty).**
- 3. Enable recruiters to provide input to the mission assignment process and the incentive system (to give them a sense of choice and meaningfulness).**
- 4. Expand the opportunities for meritorious promotion for top performers for all paygrades (to instill a sense of competence and progress).**
- 5. Implement family support incentives such as movie passes, event tickets, dinner certificates, command picnics, etc. (to enlist the family's support).**
- 6. Consider eliminating or extending the six-month sliding window (to instill a sense of progress).**

- 7. Consider implementing a cash bonus for certain enlistment contracts or increasing the special duty assignment pay for recruiters. Increasing the special pay may entice more soldiers to volunteer for recruiting duty.**

E. SUMMARY

The challenging recruiting environment has spurred initiatives by USAREC to increase enlisted accessions and recruiter productivity. While many of these initiatives have focused on enticing more young men and women to join the Army, few have focused on increasing individual recruiter productivity to a level where every recruiter consistently meets or exceeds his or her mission box. According to the results of this study, the current incentive system does little to motivate recruiters to meet or exceed their goal. While many civilian institutions have used incentives to enhance the production efforts of their sales force for years, USAREC has initiated limited change to their incentive system over the years to entice its recruiters to increase their production efforts. While Starkey (1999) found that self-motivation is a major factor in whether or not a recruiter is motivated to meet or exceed his or her mission, this study also concludes that time-off is the number one incentive in terms of its impact on recruiter motivation. If time-off is implemented in a way that lends to a recruiter's sense of choice, i.e., recruiters have greater freedom to schedule their work, then recruiters will maintain a healthy balance and congruence between their personal lives and their recruiting goals. By empowering recruiters to make choices regarding their work schedule and recruiting activities, the Army may obtain recruiters hyper-committed to overall recruiting goals.

These recommendations, if implemented, will strengthen recruiter motivation to meet and exceed mission, instill the intrinsic motivation necessary to transform performance, and unleash 6,000 Army recruiters to be all they can be.

APPENDIX A ARMY RECRUITER INCENTIVES SURVEY

MARKING INSTRUCTIONS

- Use a No. 2 pencil, ink, ball point or felt tip pen.
- Make solid marks that fill the response completely.
- Erase cleanly any marks you wish to change.
- Make no stray marks on this form.

CORRECT: ● INCORRECT: ✓ ✗ ○ ●

The following questions are designed to solicit your opinion on which incentives motivate you to meet or exceed mission box. Please indicate the extent to which you agree or disagree with each statement using the scale shown.

	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
1. I am motivated to <u>meet</u> mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. I am motivated to <u>exceed</u> mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Knowing I could receive recognition as Recruiter of the Year for my efforts motivates me to meet mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Knowing I could receive recognition as Recruiter of the Year for my efforts motivates me to exceed mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Earning Gold Stars motivates me to meet mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Earning Gold Stars motivates me to exceed mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Earning my Gold Recruiting Badge motivates me to meet mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Earning my Gold Recruiting Badge motivates me to exceed mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Earning Sapphire Stars motivates me to meet mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Earning Sapphire Stars motivates me to exceed mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. I would be more motivated to achieve Gold/Sapphire Stars if the sliding window were longer than the current 6 months.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Earning a Recruiter Ring motivates me to meet mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Earning a Recruiter Ring motivates me to exceed mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Earning the Glen E. Morrell Award motivates me to meet mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Earning the Glen E. Morrell Award motivates me to exceed mission.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Strongly
Agree**

Agree

**Neither Agree
Nor Disagree**

Disagree

**Strongly
Disagree**

16. The Recruiter of the Year award is meaningless to my motivation to meet or exceed mission.
17. Brigade awards are meaningless to my motivation to meet or exceed mission.
18. Battalion awards are meaningless to my motivation to meet or exceed mission.
19. Company awards are meaningless to my motivation to meet or exceed mission.
20. Station awards are meaningless to my motivation to meet or exceed mission.
21. I would be more motivated to meet mission if awards were easier to achieve.
22. I would be more motivated to exceed mission if awards were easier to achieve.
23. I would be more motivated to meet mission if medals, such as an Army Achievement Medal or Army Commendation Medal, were awarded instead of current awards.
24. I would be more motivated to exceed mission if medals were awarded instead of the current awards.
25. The possibility of being meritoriously promoted would motivate me to meet mission.
26. The possibility of being meritoriously promoted would motivate me to exceed mission.
27. Earning team awards would motivate me to meet mission.
28. Earning team awards would motivate me to exceed mission.
29. Awards based on how a recruiter does relative to peers rather than earning a required number of points would motivate me to meet mission.
30. Awards based on how a recruiter does relative to peers rather than earning a required number of points would motivate me to exceed mission.

**Strongly
Agree**

Agree

**Neither Agree
Nor Disagree**

Disagree

**Strongly
Disagree**

31. Not wanting to let my teammates down motivates me to meet mission.
32. Not wanting to let my teammates down motivates me to exceed mission.
33. Fear of being rejected by my fellow recruiters motivates me to meet mission.
34. Fear of being rejected by my fellow recruiters motivates me to exceed mission.
35. Pressure from my teammates/peers motivates me to meet mission.
36. Pressure from my teammates/peers motivates me to exceed mission.
37. Pressure from my chain of command (supervisor/CO) motivates me to meet mission.
38. Pressure from my chain of command motivates me to exceed mission.
39. Recognition from my fellow recruiters motivates me to meet mission.
40. Recognition from my fellow recruiters motivates me to exceed mission.
41. Recognition from my chain of command motivates me to meet mission.
42. Recognition from my chain of command motivates me to exceed mission.
43. Knowing that I will receive good performance evaluations motivates me to meet mission.
44. Knowing that I will receive good performance evaluations motivates me to exceed mission.
45. Knowing that I will be rewarded with time-off would motivate me to meet mission.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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**Strongly
Agree**

Agree

**Neither Agree
Nor Disagree**

Disagree

**Strongly
Disagree**

46. Knowing that I will be rewarded with time-off would motivate me to exceed mission.
47. Having the support of family and friends motivates me to meet mission.
48. Having the support of family and friends motivates me to exceed mission.
49. Receiving a meaningful cash bonus would motivate me to meet mission.
50. Receiving a meaningful cash bonus would motivate me to exceed mission.
51. Being able to choose my follow-on assignment or duty station would motivate me to meet mission.
52. Being able to choose my follow-on assignment or duty station would motivate me to exceed mission.
53. Being able to choose a new MOS following recruiting duty would motivate me to meet mission.
54. Being able to choose a new MOS following recruiting duty would motivate me to exceed mission.
55. Being able to become/remain a 79R motivates me to meet mission.
56. Being able to become/remain a 79R motivates me to exceed mission.
57. I have enough input in designing the recruiter incentive program.
58. I get enough feedback on how I am doing compared to my peers.

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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In order to help us group responses, please provide the following information:

What is your sex? Male ☐
Female ☐

Are you a Cadre recruiter(79R)? Yes ☐
No ☐

What is your pay grade? E4 ☐
E5 ☐
E6 ☐
E7 ☐
E8 ☐
E9 ☐

Did you volunteer Yes ☐
for recruiting duty? No ☐

What Brigade are you assigned to? 1st Bde ☐
2d Bde ☐
3d Bde ☐
5th Bde ☐
6th Bde ☐

During the past
12 months,
I have missed
mission box:

1 Month ☐
2 Months ☐
3 Months ☐
4 Months ☐
5 Months ☐
6 Months ☐
7 Months ☐
8 Months ☐
9 Months ☐
10 Months ☐
11 Months ☐
12 Months ☐

During the past
12 months,
I exactly met
mission box:

1 Month ☐
2 Months ☐
3 Months ☐
4 Months ☐
5 Months ☐
6 Months ☐
7 Months ☐
8 Months ☐
9 Months ☐
10 Months ☐
11 Months ☐
12 Months ☐

During the past
12 months,
I have exceeded
mission box:

1 Month ☐
2 Months ☐
3 Months ☐
4 Months ☐
5 Months ☐
6 Months ☐
7 Months ☐
8 Months ☐
9 Months ☐
10 Months ☐
11 Months ☐
12 Months ☐

The highest award I have received is:

Silver Badge with one star ☐
Silver Badge with two stars ☐
Silver Badge with three stars ☐
Gold Badge ☐
Gold Badge with one star ☐
Gold Badge with two stars ☐
Gold Badge with three stars ☐
Recruiter Ring ☐

Thank you for taking the time to complete this survey.

Your input is extremely important to us. Questions on the next several pages are designed to capture your opinion on specific issues. Please provide as much detail as possible since we will be unable to contact you for follow-up or clarification. Remember your answers are confidential and your identity will remain anonymous.

ARMY RECRUITER INCENTIVE AWARDS QUESTIONNAIRE

1. Approximately how long have you been in recruiting? _____
2. What new recruiter incentives would you like to see offered at your Station?
3. What new recruiter incentives would you like to see offered in your Company?
4. What new recruiter incentives would you like to see offered in your Battalion?
5. What new recruiter incentives would you like to see offered in your Brigade?

6. What new recruiter incentives would you like to see offered by USAREC?

7. What current incentive motivates you most to meet mission?

8. What current incentive motivates you most to exceed mission?

9. What new incentive would motivate you most to meet mission?

10. What new incentive would motivate you most to exceed mission?

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APPENDIX B

LIST OF SURVEY VARIABLES

NATAWDM - Recognition as the Recruiter of the Year motivates recruiters to meet mission.

NATAWDX - Recognition as the Recruiter of the Year motivates recruiters to exceed mission.

GLDSTARM - Earning a Gold Star motivates recruiters to meet mission.

GLDSTARX - Earning a Gold Star motivates recruiters to exceed mission.

GLDBDGM - Earning a Gold Badge motivates recruiters to meet mission.

GLDBDGX - Earning a Gold Badge motivates recruiters to exceed mission.

SAPSTARM - Earning a Sapphire Star motivates recruiters to meet mission.

SAPSTARX - Earning a Sapphire Star motivates recruiters to exceed mission.

SLDGWIN - Extending the sliding window beyond six months would be more motivational.

RINGM - Earning a Recruiter Ring motivates recruiters to meet mission.

RINGX - Earning a Recruiter Ring motivates recruiters to exceed mission.

MORRELLM - Earning the Glen E. Morrell Award motivates recruiters to meet mission.

MORRELLX - Earning the Glen E. Morrell Award motivates recruiters to exceed mission.

ROYMEANO - The Recruiter of the Year award is meaningless to a recruiter's motivation.

BRGMEANO - Brigade level awards are meaningless to a recruiter's motivation.

BATMEANO - Battalion level awards are meaningless to a recruiter's motivation.

COMMEANO - Company level awards are meaningless to a recruiter's motivation.

STAMEANO - Station level awards are meaningless to a recruiter's motivation.

EASIERM - Awards that are easier to achieve would be more motivational to meet mission.

EASIERX - Awards that are easier to achieve would be more motivational to exceed mission.

MEDALSM - Earning medals (AAM, ACM, etc.) would motivate recruiters to meet mission.

MEDALSX - Earning medals would motivate recruiters to exceed mission.

PROMOM - The possibility of meritorious promotion motivates recruiters to meet mission.

PROMOX - The possibility of meritorious promotion motivates recruiters to exceed mission.

TEAMAWDM - Earning team awards motivates recruiters to meet mission.

TEAMAWDX - Earning team awards motivates recruiters to exceed mission.

PEERBASM - Awards based on performance relative to peers vs. having to earn a required number of points would motivate recruiters to meet mission.

PEERBASX - Awards based on performance relative to peers vs. having to earn a required number of points would motivate recruiters to exceed mission.

TEAMDWNM - Not wanting to let teammates down motivates recruiters to meet mission.

TEAMDWNX - Not wanting to let teammates down motivates recruiters to exceed mission.

FEARREJM - Fear of being rejected by peers motivates recruiters to meet mission.

FEARREJX - Fear of being rejected by peers motivates recruiters to exceed mission.

TMPRESSM - Pressure from teammates motivates recruiters to meet mission.

TMPRESSX - Pressure from teammates motivates recruiters to exceed mission.

COCPRESM - Pressure from the Chain of Command motivates recruiters to meet mission.

COCPRESX - Pressure from the Chain of Command motivates recruiters to exceed mission.

RECPEERM - Recognition from peers motivates recruiters to meet mission.

RECPEERX - Recognition from peers motivates recruiters to exceed mission.

RECCOCM - Recognition from the Chain of Command motivates recruiters to meet mission.

RECCOCX - Recognition from the Chain of Command motivates recruiters to exceed mission.

PERFEVLM - Receiving good performance evaluations motivates recruiters to meet mission.

PERFEVLX - Receiving good performance evaluations motivates recruiters to exceed mission.

TIMEOFFM - Being rewarded with time-off motivates recruiters to meet mission.

TIMEOFFX - Being rewarded with time-off motivates recruiters to exceed mission.

FAMILYM - Support of family and friends motivates recruiters to meet mission.

FAMILYX - Support of family and friends motivates recruiters to exceed mission.

BONUSM - Receiving a meaningful cash bonus would motivate recruiters to meet mission.

BONUSX - Receiving a meaningful cash bonus would motivate recruiters to exceed mission.

ASSIGNM - Being able to choose a follow-on assignment motivates recruiters to meet mission.

ASSIGNX - Being able to choose a follow-on assignment motivates recruiters to exceed mission.

NEWMOSM - Being able to choose a new Military Occupational Specialty (MOS) would motivate recruiters to meet mission.

NEWMOSX - Being able to choose a new MOS would motivate recruiters to exceed mission.

CADREM - Being able to become a Cadre (79R) recruiter motivates recruiters to meet mission.

CADREX - Being able to become a 79R motivates recruiters to exceed mission.

INPUT - Recruiters have enough input in the design of the recruiter incentive program.

FEEDBACK - Recruiters get enough feedback on how they are doing relative to their peers.

SEX - The gender of the recruiter.

PAYGRADE - The recruiter's rank.

BRIGADE - The Brigade to which the recruiter is currently assigned.

CADREREC - The recruiter is a 79R or Cadre recruiter.

VOLUNTER - The recruiter volunteered for recruiting duty.

HIGHAWD - The highest award the recruiter has earned to date.

MISSIONO - The number of times a recruiter has missed mission box in the last 12 months.

MISSIONM - The number of times a recruiter has exactly met mission box in the last 12 months.

MISSIONX - The number of times a recruiter has exceeded mission box in the last 12 months.

HOWLONG - The number of months and years the individual has been assigned to recruiting duty.

NEWSTAT - New incentive recruiters would like to see offered at the station level.

NEWCOMP - New incentive recruiters would like to see offered at the company level.

NEWBATT - New incentive recruiters would like to see offered at the battalion level.

NEWBRIG - New incentive recruiters would like to see offered at the brigade level.

NEWHQ - New incentive recruiters would like to see offered at the USAREC level.

CURMOSTM - Current incentive that motivates recruiters to meet mission most.

CURMOSTX - Current incentive that motivates recruiters to exceed mission most.

NEWMOSTM - The new incentive that would most motivate recruiters to meet mission.

NEWMOSTX - The new incentive that would most motivate recruiters to exceed mission.

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